

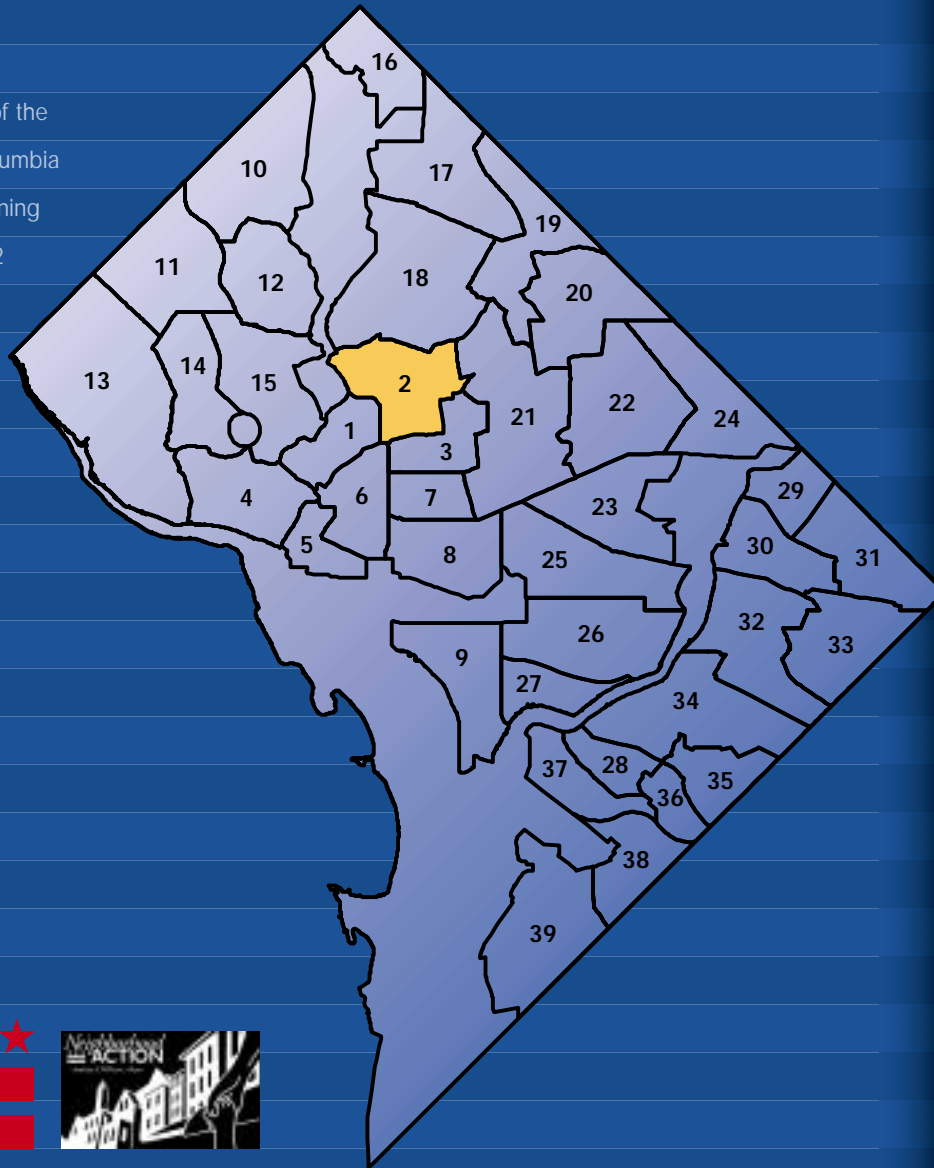
Neighborhood Cluster

2

District of Columbia Strategic Neighborhood Action Plan

Prepared by

Government of the
District of Columbia
Office of Planning
Summer 2002



Columbia Heights
Mount Pleasant
Park View
Pleasant Plains



Acknowledgments

*The following people and groups
deserve special recognition for the
time they dedicated to developing
this plan for Cluster 2:*

Advisory Neighborhood Commissions 1A, 1B,
and 1E

Asian-American LEAD

Clinica del Pueblo

Cluster 2 Neighborhood Steering Committee

Columbia Heights/Shaw Family Support
Collaborative

Community Impact!

Council of Latino Agencies

Development Corporation of Columbia Heights

Friends of Girard Street Park

Johnson Towers Resident Association

Latino Economic Development Corporation

Mount Pleasant Working Group

Multicultural Community Service Center

New Commandment Outreach Ministries

Nile Valley Business Association

North Columbia Heights Civic Association

Pleasant Plains Civic Association

Residents of Mount Pleasant, Columbia Heights,
Park View, and Pleasant Plains

SOS Boat People

Tubman Elementary School

Claudia Canepa, Junior Planner, Office of
Planning

Phil Heinrich, Program Manager, Office of the
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Cover: Typical neighborhood street in
Columbia Heights

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Letter From the Mayor



Dear Resident,

I am very proud to present your Strategic Neighborhood Action Plan (SNAP) for your Neighborhood Cluster. I personally want to congratulate all the citizens, the citizen and civic associations, the faith community, the Advisory Neighborhood Commissioners, the businesses, and others that helped shape this plan.

I have personally reviewed these plans and am struck by the tremendous amount of work, thought, and commitment that went into their preparation. I value these SNAPs as a way to communicate directly with you, the residents and stakeholders of this marvelous city.

What began at the city-wide level with the first and second Citizen Summits in 1999 and 2001 has been expanded at the neighborhood level through the Neighborhood Planning, Neighborhood Service, and Neighborhood Outreach efforts—all part of the overall Neighborhood *Action* program. Through this triad, I have heard your concerns and priorities directly and have taken measures to respond.

This Strategic Neighborhood Action Plan is not just words on paper. Every agency in my administration has reviewed these plans to see how they might contribute to advancing the priorities and objectives you outlined here. As you know, this was a tough budget year. I instructed agencies to preserve their commitments to addressing your priorities, as they assessed how and where to trim their budgets. What's more, additional funding was provided to specifically accomplish a number of important neighborhood priorities articulated through the SNAPs across the city. This approach includes funding to install an additional 600 litter cans across the city; hire an additional Fire Inspector for every Ward; add another staff person under the Clean City Administrator, who will further the goal of neighborhood cleanliness; hire additional Historic Preservation staff to review projects in historic areas; and more. While not every priority was met, such changes signaled tangible evidence of my belief that the business of government starts with the business of the people.

This SNAP document is a first of its kind. It is the first time a major city has coordinated a plan with every neighborhood in the city in a single year. It is the first product of many that will provide citizens with a record of how this government will directly respond to your priorities.

I am excited about this SNAP document and about what it signals for the future of our neighborhoods and our city. I look forward to working with you, my agencies, and other stakeholders to implement the many significant priorities you have identified here. Congratulations, and now the work begins.

Sincerely,

Anthony A. Williams
Mayor

Dear Resident,

Enclosed is your Neighborhood Cluster's Strategic Neighborhood Action Plan (SNAP). I want to personally thank all who contributed to developing this plan and congratulate them for their hard work. Many in your neighborhood devoted considerable time identifying strategies to improve the quality of life in your neighborhood. This effort has helped us—the District government—better partner with you to make concrete improvements in our communities.

Your SNAP is a new kind of “plan for action” because it will not simply sit on a shelf. It is a document that lists key commitments by agencies and includes a timeline for implementation. It is a document, whereby the commitments will be tracked by the Mayor's Office of Neighborhood *Action* to ensure that they are followed through to completion. It is an action plan and a foundation of our city's budget.

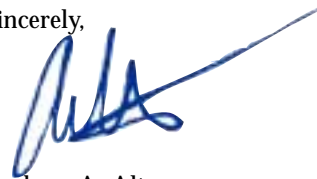
With the same level of deep commitment in developing this plan, I urge you—neighborhood groups, the faith community, businesses, nonprofits, Advisory Neighborhood Commissioners, and others—to help implement the remaining actions. While I know many of you have been active in your neighborhoods for years, implementing specific actions in this plan will help unite government and citizen efforts through its goal of addressing specific priorities identified by your neighbors.

Our work with you in your neighborhoods has just begun! Even though this SNAP is now developed, your Neighborhood Planner will continue to work with your Neighborhood Cluster throughout this next year. Some of the specific activities will include preparing a Strategic Development Plan for Columbia Heights, which will help coordinate the development taking place in the neighborhood; conducting a planning analysis for a neighborhood revitalization strategy for Park View; exploring Transit-Oriented Development (TOD) opportunities at selected

Ward 1 Metro stops; and working on improving community participation in the Comprehensive Plan. Your Neighborhood Planner will also continue to provide support to the Neighborhood Service Initiative to help improve services throughout the Ward.

I look forward to our continued work with you in your Neighborhood Cluster. Thank you and congratulations once again for all your hard work and dedication in developing this SNAP.

Sincerely,



Andrew A. Altman
Director, Office of Planning

Letter From the Director



Neighborhood Action

Three years ago, Mayor Williams's administration developed a new framework for how the District government would work together with citizens and other partners to make good decisions and to improve our city. This framework was the start of *Neighborhood Action*. The mission of *Neighborhood Action* is to empower citizens to improve their communities by mobilizing and coordinating the resources of government, businesses, nonprofits, the faith community, neighborhood leaders, and the citizens themselves. *Neighborhood Action* has held four Citizen Summits: one in November 1999, a follow-up in January 2000, one in October 2001, and another in December 2001. There were also two Youth Summits to hear from our younger residents. At those public forums, citizens shared their priorities for the city, which helped redefine our District government's priorities at the city-wide level.

It was also realized, however, that there was much work to be done at the neighborhood level. As part of

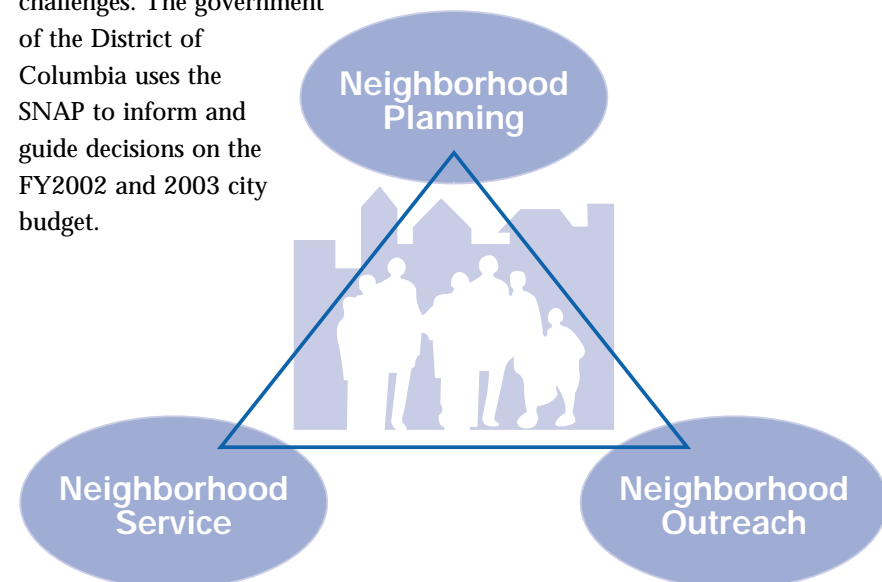
Neighborhood Action, the *Neighborhood Action Triangle* was created—three neighborhood initiatives aimed to identify and then solve neighborhood-specific issues. They are the Neighborhood Service Initiative, the Neighborhood Outreach Program, and the Neighborhood Planning Initiative. **Neighborhood Service** addresses recurring service delivery problems that require the coordinated involvement of more than one agency. **Neighborhood Outreach** holds public meetings, town halls, “coffee with the Mayor,” and other meetings to ensure that this administration stays connected to neighborhood issues. **Neighborhood Planning** has been working with citizens to identify top priority issues and to develop Strategic Neighborhood Action Plans (SNAPs) for each of the 39 Neighborhood Clusters in the city.

Strategic Neighborhood Action Plan

This document is the Strategic Neighborhood Action Plan (SNAP) for your Neighborhood Cluster. Citizens, citizen groups, businesses, the faith community, Advisory Neighborhood Com-

missioners (ANCs), and others helped develop this plan with the Neighborhood Planning Initiative located in the DC Office of Planning [OP].

The SNAP is part of *Neighborhood Action*, which is Mayor Williams's initiative to reengage citizens in the governance of their city and to establish a vision, priorities, and action for your neighborhood Cluster. For the first time in the District, the SNAP provides residents a process to articulate and begin addressing many of the neighborhoods' most pressing challenges. The government of the District of Columbia uses the SNAP to inform and guide decisions on the FY2002 and 2003 city budget.



Introduction

1

Unlike the long-range goals of the Comprehensive Plan, the SNAP identifies near-term goals (i.e., goals for a 2-year period). Through a series of community workshops and task force meetings, community stakeholders identified the priority areas of the Cluster 2 SNAP: Affordable Housing; Economic Development; Parks, Open Space, Beautification, Recreation, and Cleanliness; and Community Involvement, Empowerment, and Diversity. These four priorities and the actions recommended to address them reinforce several community concerns identified in the Ward 1 plan. Progress on each action committed to by a District agency will be tracked through annual status reports by the Office of Neighborhood Action.

Although the SNAP is an independent planning document not tied to the Comprehensive Plan, it could inform residents about how the Comprehensive Plan is updated in the future. Currently, the Mayor and Council are appointing a Comprehensive Planning Task Force representing a broad cross-section of stakeholders to work

with the Office of Planning as it undertakes a review of the current plan and planning process.

The Comprehensive Plan

Throughout the SNAP process, residents asked, “How do Strategic Neighborhood Action Plans relate to the Comprehensive Plan?” While both documents outline a vision for neighborhoods and include concrete and identifiable goals for your community, there are differences in how they are used by District agencies and what the immediacy is of their effect on your neighborhood.

The *Comprehensive Plan for the National Capital* is a long-range (20 years) general policy document that provides overall guidance for the future planning and development of Washington, DC. District agencies use this document as a guide to ensure that their actions reinforce the long-term goals of the city. The Comprehensive Plan was first proposed by the Mayor and adopted by the Council in 1984 and 1985, respectively. Amendments to the plan are proposed

by the Mayor and approved by the Council every four years. The plan has been amended in 1989, 1994, and 1998. The plan includes both local and federal elements and is the only planning document mandated by the Home Rule Act. There are 10 local elements, which together are usually referred to as the “District of Columbia Comprehensive Plan”: Downtown Plan, Economic Development, Environmental Protection, General Provisions, Housing, Human Services, Land Use, Public Facilities, Transportation, and Urban Design.

The Ward 1 plan is one part of the goals for the Comprehensive Plan. It establishes a vision for Ward 1 over 5 years (1999–2004) and highlights seven areas of particular focus. For Columbia Heights, Mount Pleasant, Park View, and Pleasant Plains, it identifies the vitality of commercial areas, the effects of traffic on residential areas, and the concentration of development around Metrorail stations as specific community concerns.

A Message from Your Neighborhood Planner

As your Neighborhood Planner, I have had the pleasure of helping guide the residents and stakeholders of Cluster 2 through the neighborhood planning process. The goal of this process was to facilitate a citizen-driven effort to identify neighborhood priorities. I worked with you to produce something that would help guide District agencies, nonprofits, and others to improve the quality of life in your neighborhood. Together, we have accomplished something truly significant, the creation of your first Strategic Neighborhood Action Plan!

This Cluster is experiencing significant changes. It is a Cluster that is struggling to promote economic development for its residents while preserving affordable housing plus the social and economic diversity of the community. Many of you wondered if the SNAP process would help address those issues. Many of you remember working for years to improve your neighborhoods without the help of government, and you expressed your doubts that the District could be a real part-

ner. Despite your doubts, you came to meetings, participated, and made your voices heard. Although there is still a lot of work to do, we have heard you. This document—your document—is proof that the District is committed to working with you and providing you with a tool to hold us accountable.

Both long-time and new residents in your Cluster have been active in the effort to create a vision for your neighborhood. You have not waited for this document to be published before continuing with your work. Starting last year, as the District prepared a request for proposals for the remaining vacant parcels in Columbia Heights, concerned residents organized to let us know through their letters, telephone calls, e-mails, and public meetings that although economic revitalization was essential, affordable housing was equally important. You held meetings on affordable housing, worked to organize tenants living in apartment buildings, and participated actively in evaluating the new development. Thanks to your work, the new development will include affordable housing.

I want to recognize the tremendous commitment and dedication of all those residents, partners, and other stakeholders who participated in this planning process. You were active throughout this effort, and you helped make this SNAP a valuable resource and tool. I look forward to working with you and your community as we implement the actions outlined in this plan and to helping you achieve your vision for a more livable, equitable, and vibrant neighborhood.

So you will better understand what makes your Neighborhood Cluster unique, the following chapters describe both the positive and negative conditions found in your communities, including physical characteristics, demographics, and recent activity in your neighborhood.

Vincent Valdes¹

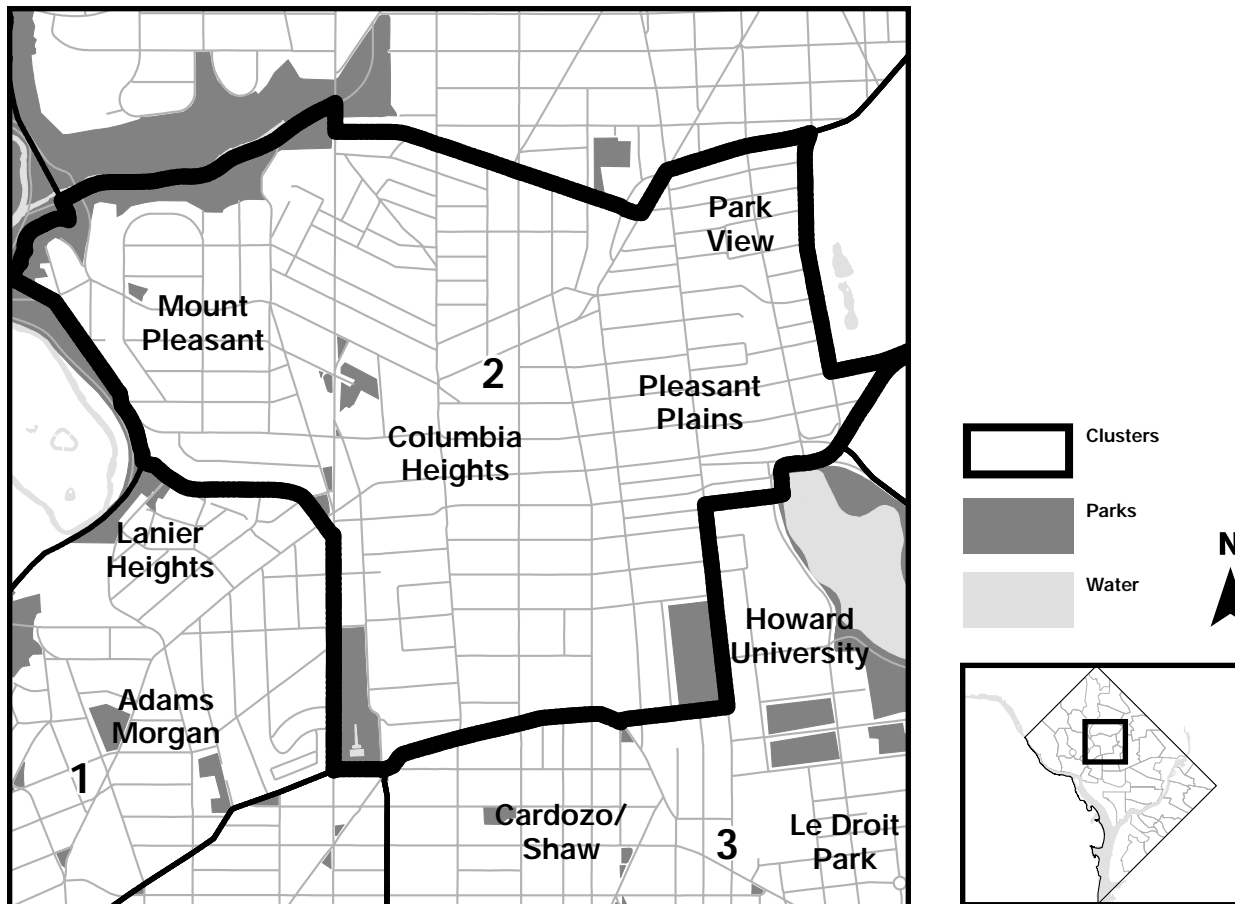
Neighborhood Planner, Cluster 2

1. This Cluster will have a new Neighborhood Planner. For more information, contact the Office of Planning at 202-442-7600.

State of the Cluster

2

Cluster 2: Mount Pleasant, Columbia Heights, Park View, Pleasant Plains



Cluster 2 Neighborhoods

This document is the first SNAP developed for Neighborhood Cluster 2. Your Neighborhood Cluster is shown on the map to the left and includes the following neighborhoods:

- Columbia Heights
- Mount Pleasant
- Park View
- Pleasant Plains

These four neighborhoods developed this SNAP with the help of your Neighborhood Planner, Vincent Valdes.

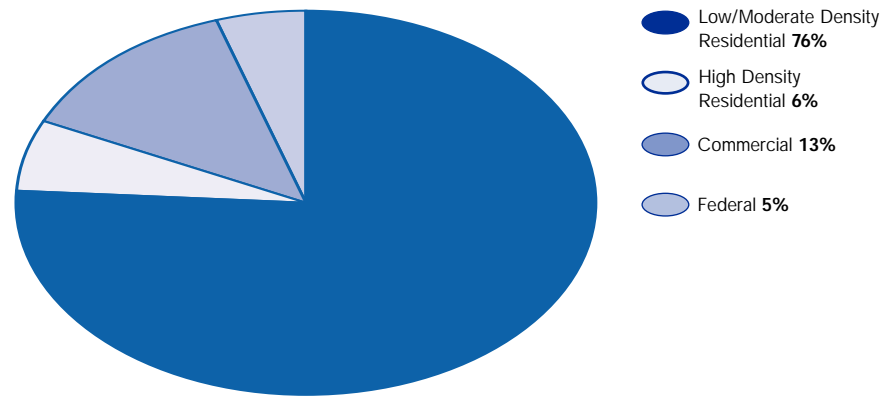
Physical Characteristics and Assets

Cluster 2 comprises the four neighborhoods of Columbia Heights, Mount Pleasant, Park View, and Pleasant Plains. The Cluster is bounded to the north by Spring Road and Rock Creek Park, to the south by Florida Avenue, to the west by Rock Creek Park and 16th Street, and to the east by Park Place wrapping down to Georgia Avenue. The Cluster is crossed by three major north-south thoroughfares: 16th Street, 14th Street, and Georgia Avenue (further east).

Looking at Cluster 2's residential profile, we see that 16th and 14th Streets include a large number of apartment buildings. The cross streets from Mount Pleasant to Park View and down through Pleasant Plains are generally blocks of rowhouses representing a number of architectural styles and historical periods. The present condition of houses in this Cluster varies widely from vacant and abandoned to fully refurbished homes.

Cluster 2 has three main commercial corridors: Mount Pleasant Street, 14th Street, and Georgia Avenue. Those corridors are characterized by small-scale, neighborhood-oriented businesses, many of which are locally owned. A summary of the types and corresponding percentages of land uses for this Cluster is shown on the pie chart to the right.

Land Uses in Cluster 2



Source: Zoning Data contained in the Central DC GIS Database maintained by DC Office of the Chief Technology Officer, as of April 2002

Mount Pleasant Street



Historic Fire House, Park Road



Residential Revitalization



Key assets and features of Cluster 2 include the following:

- *A vibrant, multiethnic population.*
- *Neighborhoods with a good housing stock and a strong real estate market.*
- *Access to Rock Creek Park, with several connections to the park, which offers recreational opportunities.*
- *The historic Mount Pleasant Library, one of five Carnegie libraries in the District of Columbia.*
- *The Metro station at Columbia Heights, which provides accessibility and is an important community asset for stimulating development.*
- *The Cardozo and Bell-Lincoln Schools, as well as the Park View, Bancroft, Bruce Monroe, and Tubman Elementary Schools.*
- *Numerous neighborhood recreational opportunities, including the Park View and Banneker Recreation Centers, as well as a number of small community parks and playgrounds.*
- *The Mount Pleasant Festival, an annual celebration of history, community, and commerce.*
- *The annual Caribbean Carnival Parade on Georgia Avenue, which is held every summer and is one of the largest cultural festivals in the Washington metropolitan area. It offers Caribbean music, dance, arts and crafts, fashion, and food.*

Demographics

Cluster 2 has approximately 46,000 residents or about 8% of the District's population. It is ethnically and racially diverse with African Americans constituting 52% of the population, Whites 21%, and Asians 3.5%. The percentage of Latino residents is the highest in the city with 30%, compared to 8% city-wide. The Cluster's median household income (\$29,905) is less than the city average (\$43,001), and only 26% of the households in Cluster 2 are owner occupied, compared to 41% city-wide. The chart to the right provides some basic information on your neighborhood, such as age, race or ethnicity, and family income for 2000. It also shows data for 1990 so that you can see how your Cluster has changed. To learn more about other demographics, you may obtain a copy of your Cluster 2 Databook by contacting the DC Office of Planning at 202-442-7600.

	Cluster 2: 1990	Cluster 2: 2000	City-wide: 2000
Population	45,822	46,779	572,059
Age			
Under 18 years	27%	22%	20%
Between 18 and 65 years	67%	70%	68%
Over 65 years	11%	8%	12%
Race / Ethnicity			
African American	68%	52%	60%
White	17%	21%	31%
Hispanic ¹	21%	30%	8%
Income			
Median Household Income ²	\$22,300	\$29,905 ³	\$43,001 ³
Education			
High School Graduates	58%	Data not yet available	78%
College Graduates	20%	Data not yet available	39%
Housing			
Occupied Housing Units	17,365 units	17,458 units	248,338 units
Percentage of Housing Units Owner-Occupied	26%	27%	41%

Source: U.S. Census Bureau, 1990 and 2000 data.

1. People of Hispanic origin may be of any race.

2. Median income is the income level at which half of the households earn more and half earn less. It is literally the income that is in the middle.

3. Claritas, Inc., 1998 data.

Recent Neighborhood Activity

Cluster 2 is one of the most active areas of the city in terms of development. With a resurgent housing market, significant infrastructure investments, and a diverse and active population, Cluster 2 exemplifies both the opportunities and pressures that come with new development. Here is a list of some of the major activities:

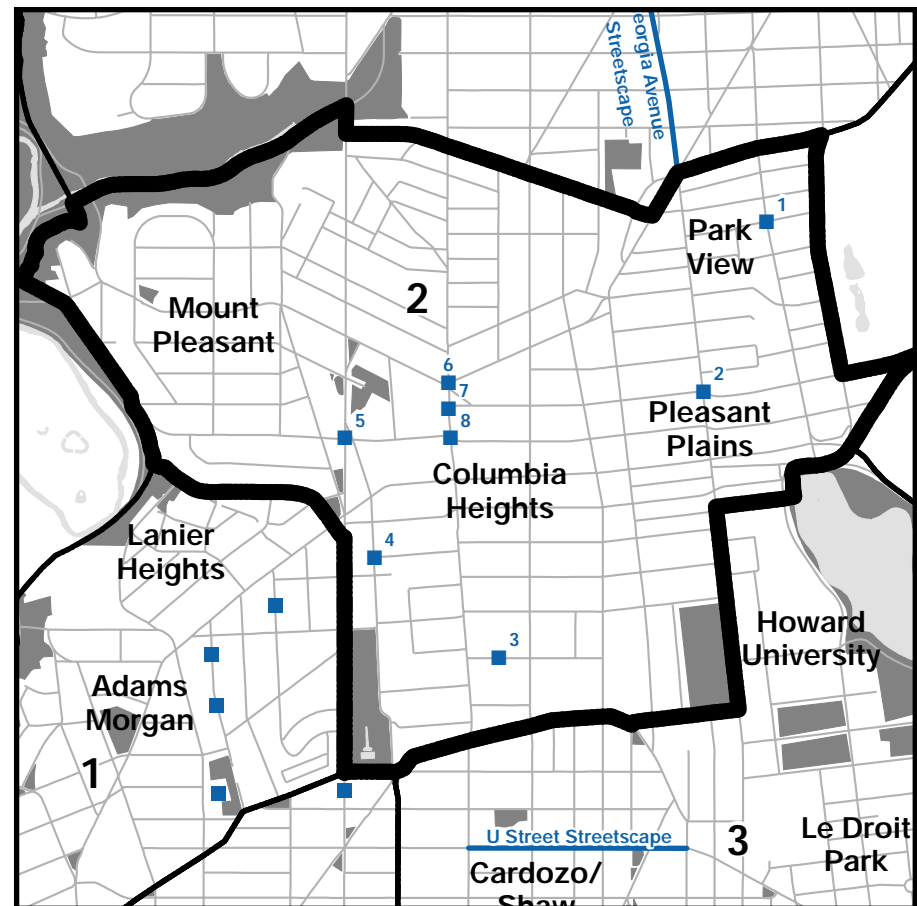
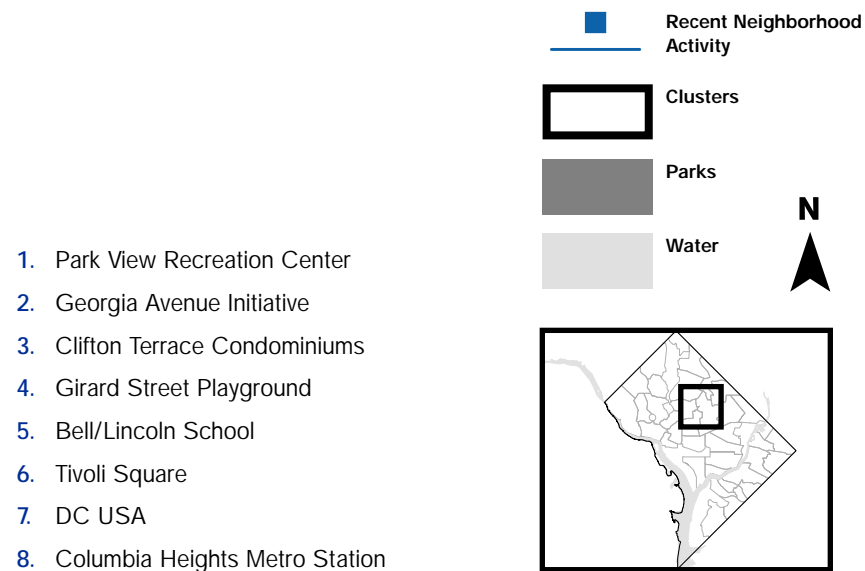
- *The Columbia Heights Metro Station that opened in 1999 in the heart of Cluster 2 is only three stops from downtown and is the monumental core.*
- *Reclamation of the Girard Street Playground is a model of community involvement and of partnership-building between the community, District agencies, and the Federal government. It is scheduled for completion in 2004.*
- *The \$50 million development of a new, state-of-art Bell-Lincoln School starts in mid-2002 on the site of the two existing facilities.*
- *A \$1.1 million refurbishment of the Park View Recreation Center will provide improved recreational opportunities for neighborhood youths. This project will be completed in late 2002.*
- *The Tivoli Square development will feature a new, 40,000-square-foot Giant Supermarket, retail space, entertainment, and 25 townhouses to be completed in 2003. The historic theater itself is being refurbished, and a number of its key interior features, including its murals and distinctive foyer, will be preserved.*
- *The Grid Properties (DC USA) development will have nearly 400,000 square feet of retail and entertainment uses, as well as approximately 1,300 parking spaces. This project is anticipated to be completed in 2003.*
- *The Clifton Terrace apartment development on Clifton Street will have 228 middle-income condominiums plus moderate- and low-income apartments. Its completion is scheduled for 2003.*
- *A façade improvement program as part of the Georgia Avenue Revitalization Initiative involves about 15 merchants in Ward 1 to date. Approximately \$750,000 is dedicated to the program.*

The Recent Neighborhood Activity Map on the following page depicts the key activities in your Cluster.

Tivoli Square



Recent Neighborhood Activity in Cluster 2



Citizen-Driven Process

The commitment of Neighborhood *Action* is to engage citizens in the governance of their city and to align government priorities with citizens' priorities. Following the tradition of the Citizen Summit, the Neighborhood Planning Initiative has citizen engagement at the core of its mission. As such, the process for developing your SNAP was built around a four-phase, citizen-driven process: (1) Start Up, (2) Visioning and Identifying Essential Ingredients, (3) Action Planning, and (4) Validation.

The hard work began in phase two, when a Visioning and Identifying Essential Ingredients Workshop was held in each Neighborhood Cluster between January and June 2001. At this workshop, citizens were asked to create a list of essential ingredients for their Cluster. Essential ingredients are characteristics vital to making a neighborhood a place where people and families can live and thrive.

Your Cluster identified and ranked 10 essential ingredients as vital for a livable community:

1. Affordable Housing
2. Public Safety
3. Parks, Open Space, Beautification, Recreation, and Cleanliness
4. Youth
5. Education
6. Economic Development
7. Community Involvement, Empowerment, and Diversity
8. Government Services
9. Improved Infrastructure
10. Health Care

Cluster Priorities

Participants were then asked to identify three to four priority essential ingredients that would be the focus of additional action planning. For FY2002 and FY2003, they agreed on the following four priority ingredients:

- Affordable Housing
- Economic Development
- Parks, Open Space, Beautification, Recreation, and Cleanliness
- Community Involvement, Empowerment, and Diversity

Next, residents were invited to participate in a series of Action Planning Work Sessions to identify specific actions for addressing their priorities. During this extensive exercise, participants were challenged to think strategically about the necessary steps and the specific locations and to begin addressing the priorities. With the detailed priorities, objectives, actions, and locations, the SNAP served as a tool for District agencies in preparing their budgets.

Developing Your SNAP

3

How We Involved You

Phase I: Start Up

- **Conducted informal consultations** with neighborhood leaders to discuss the concept of the SNAP and to develop key contacts. Those consultations were held from November 2000 to March 2001.
- Recruited and formed a **Neighborhood Action Steering Committee** to plan and promote the Neighborhood Cluster Workshop. The first of three Neighborhood Action Steering Committee meetings was held on March 6, 2001, followed by ongoing consultation in preparation for the workshop.

Phase II: Visioning and Identifying Essential Ingredients

- Convened a **Neighborhood Cluster Workshop** on April 28, 2001, at Harriet Tubman Elementary School to identify the essential ingredients for a healthy neighborhood and to establish priorities.

Phase III: Action Planning

- Organized three **Action Planning Work Sessions** to develop preliminary action plans during the months of June, July, and August 2001.

Phase IV: Validation

- Held two Neighborhood Cluster meetings to review and validate the draft plan during the months of August and September 2001.

What Was Involved in Community Outreach

- Announced Steering Committee Meetings, the Neighborhood Cluster Workshop, Action Planning Work Sessions and other meetings specific to the SNAP while using a variety of outreach methods. Specifically, notices were distributed through direct mailings and were sent to area ANCs. Banners were posted in key neighborhood locations, and meetings were announced at ANC, Citizen, and Civic Association meetings and through e-mail.
- More than 160 citizens participated in the planning process.

District agencies then reviewed the neighborhood priorities as they reviewed their FY2002 budget and developed their proposed FY2003 budget. Beginning in October 2001, more than 40 agencies reviewed recommended actions and developed responses to address neighborhood priorities. Although resources are limited, agencies used neighborhood priorities as one of the inputs to help define what they should do next year, how they should be doing it, and where they should begin.

Further, when District agencies were asked to reduce their FY2003 budgets because of funding shortfalls, the Mayor and his administration emphasized that existing commitments to SNAP priorities remain untouched. Last, in a review of your SNAP and others across the city, additional funding was provided to certain agencies that needed more assistance to address neighborhood

priorities. For example, more funding was dedicated to city-wide issues such as the following:

- *Install an additional 600 litter cans across the city.*
- *Hire an additional Fire Inspector for every Ward.*
- *Hire an additional staff person who will be under the Clean City Administrator and will further the goal of neighborhood cleanliness.*
- *Hire additional Historic Preservation staff to review projects in historic areas.*

These and other items were included in Mayor Williams's draft FY2003 budget that was submitted to the Council of the District of Columbia to consider as they reviewed and revised the budget. Now that the Council has approved the final FY2003 budget, the commitments to your neighborhoods are firm.

Agency Commitment Highlights

In Cluster 2, some of the key actions that concerned citizens most did receive commitments from the agencies. A discussion of these actions follows.

Address the Housing Needs of Residents of All Income Levels

- *The Department of Consumer and Regulatory Affairs (DCRA) will work with the Building Code Advisory Committee to evaluate and adopt more flexible “Smart Codes” to enhance the ability to rehabilitate existing buildings and to rehabilitate in-fill sites.*
- *The Department of Housing and Community Development (DHCD) will make funds available to qualified nonprofit and for-profit developers to help finance affordable housing projects.*
- *The city allocated \$900,000 to the District’s Emergency Management Agency (EMA) to provide a safety net for assisting tenants in emergency code enforcement situations.*
- *The Housing Act of 2002 will dedicate funds to the Housing Production Trust Fund, which will be used to preserve affordable housing.*
- *The Mayor’s new initiative, titled “Home Again: Renovating Our City’s Abandoned Properties” will promote the development of the District’s vacant and abandoned properties by gaining site control of the properties and by selling them to developers who will renovate them into new homes. The initiative will begin gaining site control in five neighborhoods, including Columbia Heights, and then will expand throughout the city. The initiative’s goal is to provide at least 30% of the homes to low-income families.*

Encourage Neighborhood-Oriented Economic Development, Especially Along Commercial Corridors

- *DCRA will conduct a series of workshops to educate residents and business owners regarding codes, rules, and regulations that are in place to maintain and preserve neighborhoods.*
- *The Deputy Mayor for Planning and Economic Development (DMPED) has budgeted \$7 million in local funds for the ReStore DC program’s neighborhood commercial revitalization. A multiyear package of grants and technical assistance will be awarded on a competitive basis to approximately five neighborhood business districts per year. Other business districts can apply on a competitive basis for matching grants for short-term, specific projects such as a market study. Funding will also be provided to support neighborhood resource centers.*

- *The Office of Local Business Development (OLBD) will partner with local organizations to implement a small business incubator to promote local entrepreneurship in Columbia Heights. OLBD will work with the incubator to serve as a distribution point for Local, Small Disadvantaged Business Enterprises (LSDBE) applications, certifications, and other related information.*

Improve Recreation and Local Parks, Maintain Open Space, and Beautify and Keep Neighborhoods Clean

- *The District Department of Transportation (DDOT) will inspect and establish a mechanism for streetscape improvements in Mount Pleasant, Columbia Heights, and other neighborhoods.*
- *The Department of Parks and Recreation (DPR) is committing \$400,000 to prepare an inventory and to conduct a condition assessment of all its properties.*

- *DPR will repair park benches in Lamont Park. All District park benches are scheduled for repair or replacement in FY2003.*
- *The Department of Public Works (DPW) will place 180 litter cans in selected areas across the city and in areas that meet certain criteria. Given the high demand for litter cans, additional funds have been allocated in FY2003 to install more than 600 litter cans. DPW will give strong consideration to locations identified through the Neighborhood Planning process.*

Improve How District Government Communicates with Residents and Facilitates Community Participation

- *The District will expand website services; will provide more support for community communications through cable TV, radio, and print; and will begin a public information kiosk program.*

- *The District will produce a “Citizen’s Handbook” that will be a neighborhood resource book and will list community development corporations (CDCs), civic associations, government services, and other important information relevant to community residents.*
- *The District will offer training to Advisory Neighborhood Commissioners and other community leaders to provide better understanding of the public process.*

Chapter 4, the Action Plan, describes in detail how District and non-District agencies are responding to the citizens’ priorities in FY2002, FY2003, and beyond.

Understanding the Plan

The Cluster 2 Action Plan is where citizen-driven priorities are described in detail. The priorities specific to Cluster 2 include the following:

- Affordable Housing
- Economic Development
- Parks, Open Space, Beautification, Recreation, and Cleanliness
- Community Involvement, Empowerment, and Diversity

This chapter describes both District commitments and key community-led actions. The data are organized by each Cluster's priority as described above. Each Cluster's priority is further described by "objectives," which articulate specific problems or needs that must be addressed in order to accomplish the priority. For example, if a Cluster's priority is public safety, one objective may be to "develop strategies to reduce drug activity," to "improve relations between police and area residents," or both. Each objective then has a specific Action Plan that

includes Proposed Action, Responsible Agencies, Budget Commitment, and Timeframe for Implementation.

As you read through the Action Plan, you will notice that many of the recommended actions list commitments from multiple agencies. It is often the case in government that several agencies with specific expertise are required to work together to fully address any one issue. In those cases, the first agency listed is the lead agency, or agency that has primary responsibility for implementing or coordinating implementation. The additional agencies listed will play a supporting role to the lead agency. An agency commitment may range from providing background information or performing technical analysis on a specific project, to funding and managing a series of activities on a city-wide initiative.

The Action Plan also acknowledges the fact that government cannot address those priority issues alone. In many instances, the agencies will need the help of the business and institutional community, nonprofits, civic and citizen organizations, and

individual citizens to create sustainable community improvement. During the SNAP process, many of the priorities identified by your neighborhood included actions that require either community or private-sector leadership and participation or both. The following Action Plan includes those community-led actions, and it begins the process of engaging residents and other organized groups to work together with government to address local issues.

The following pages provide the detailed District agency commitments and timelines to begin addressing some of your top Cluster priorities.

Because partner names are abbreviated in this Action Plan, please refer to Appendix B for a list with the complete name of each partner.

The Action Plan

4

Agency Responses to Citizen Priorities

PRIORITY 1:

Affordable Housing

Residents shared that maintaining affordable housing in the Cluster was important for preserving the diversity that gives the community much of its character. Providing information on tenant's rights, improving affordable homeownership opportunities, and increasing code enforcement were some of the suggestions to ensure that affordable housing remains available in the Cluster. Residents stressed the importance of a comprehensive approach to promoting and protecting affordable housing, not only in the Cluster but also throughout the District of Columbia.

OBJECTIVE 1:

Ensure that the District's housing legislation addresses the housing needs of all District residents and does not encourage displacement.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
805	Require Section 8 expiration notice.	District-wide	DMPED	2446	The Omnibus Housing Bill requires owners of expiring Federal contracts to notify residents and the District of their intent to continue providing affordable housing.	FY2002
			DCHA	2444	During DCHA's last Board of Commissioners meeting, it was agreed that Section 8 certificates would be valid for 120 days to allow for clients to locate suitable housing.	FY2002
			DHCD	2445	The Housing Act of 2002 contains a provision for the timely notice of expiring Section 8 contracts and other Federal subsidies.	FY2002
18	Devote funding to initiatives that develop housing units with rents directly affordable to families with incomes below 30% of the area median income (AMI).	14th Street from Euclid Street to Park Road (adjacent residential streets)	DMPED	314	The Housing Act of 2002 will dedicate 40% of the Housing Production Trust Fund to families earning less than 30% of AMI and will dedicate 40% to families earning between 30% and 50% of AMI.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1:

Affordable Housing

OBJECTIVE 1:

Ensure that the District's housing legislation addresses the housing needs of all District residents and does not encourage displacement.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
18	Devote funding to initiatives that develop housing units with rents directly affordable to families with incomes below 30% of the area median income (AMI).	14th Street from Euclid Street to Park Road (adjacent residential streets)	DHCD	313	DHCD currently devotes funding to such projects: 30% of the FY2001 (CDBG) funds benefited households at this income level. In addition, the Housing Act of 2002 will set aside 30% of Housing Production Trust Fund (HPTF) for projects that benefit households at 30% of AMI.	FY2002
			DMPED	317	The Housing Act of 2002 dedicates 40% of the HPTF to families earning less than 30% of AMI and 40% to families earning between 30% and 50% of AMI.	FY2002
19	Develop funding initiatives that create housing opportunities for families with incomes below 50% of AMI.	14th Street from Euclid Street to Park Road (including adjacent residential streets)	DHCD	316	The Housing Act of 2002 dedicates 50% of Housing Production Trust Fund (HPTF) to benefit households at 50% of AMI; within this amount, 30% of HPTF is set aside for projects that benefit households at 30% of AMI.	FY2002
801	Establish a clear and specific definition of "affordable" housing in keeping with economic conditions in the District.	District-wide	DMPED	2433	The Federal Department of Housing and Urban Development establishes several definitions of affordable housing, which the District's Department of Housing and Community Development and the District's Housing Authority are required by law to use in determining program eligibility. The Housing Bill establishes eligibility levels for several new housing programs (including the HPTF, tax credits, and mixed-income tax abatements) that are in keeping with economic conditions in the District.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1: **Affordable Housing**

OBJECTIVE 1: Ensure that the District's housing legislation addresses the housing needs of all District residents and does not encourage displacement.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
801	Establish a clear and specific definition of "affordable" housing in keeping with economic conditions in the District.	District-wide	DHCD	2432	DHCD has worked with DMPED and the Council to develop standards for affordable housing that will be in the Housing Act of 2002. The standards will meet a broad range of needs within the District. The legislation provides set-asides for lower-income households in the HPTF.	FY2002
802	Lower the definition of "low" income from 60% of AMI to 30% of AMI, and lower the definition of "moderate" income from 80% of AMI to 50% of AMI. All provisions in proposed legislation with income limits above 50% of AMI should be lowered to 50% of AMI.	District-wide	DMPED	2436	The Housing Act of 2002 includes many tools and resources that address a range of housing needs. Some programs are aimed at extremely low-income families, while others are aimed at moderate-income families and even at market-rate housing. Simply lowering all income levels would not provide a balanced approach to housing development in the District. However, the final version of the act was amended to target the HPTF to extremely low-income families and to low-income families.	FY2002
			DHCD	2435	DHCD has worked with DMPED and the Council to develop standards for affordable housing that are in the Housing Act of 2002 and will meet a broad range of needs within the District. The legislation provides set-asides for lower-income households in the HPTF.	FY2002
			OP	2437	The Office of Planning (OP) will provide census data in support of this effort.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 1: **Affordable Housing**

OBJECTIVE 1: Ensure that the District's housing legislation addresses the housing needs of all District residents and does not encourage displacement.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
803	Encourage the development of housing for Section 8 voucher holders to eliminate the shortage of available units and of owners willing to accept vouchers.	14th Street from Euclid Street to Park Road (adjacent residential streets)	DMPED	2441	The Council passed the Housing Act of 2002 on January 8, 2002, and the Mayor will sign the act into law. The final bill dedicated 40% of the HPTF to families earning less than 30% of AMI and dedicated 40% to families earning between 30% and 50% of AMI. The HPTF will be used to subsidize the development of housing with rents aimed at below 30% of AMI. Of the Housing Trust Fund, 40% must be spent on families earning less than 30% of AMI. The Omnibus Housing Bill also requires owners to consider vouchers as income when calculating income eligibility.	FY2002
			DCHA	2438	All DCHA HOPE VI activities include both Section 8 rental and homeownership opportunities. The Scattered Site Disposition program, as well as the recently formed DCHA LLC, provides for an increase in the supply of affordable units for Section 8 recipients.	Ongoing
			DHCD	2440	DHCD provides funding for rental housing development and is committed to expanding the supply of units that are affordable to voucher holders. DHCD will be receptive to applications for development assistance.	Ongoing
804	Create monetary incentives for landlords of existing Section 8 properties to bolster use of vouchers.	14th Street from Euclid Street to Park Road (adjacent residential streets)	DHCD	2443	The Housing Act of 2002 includes tax incentives for preservation of affordable federally subsidized units. In addition, many tenants in buildings that are opting out of programs will receive vouchers to allow the tenants to remain in place.	FY2002
			DCHA	2442	DCHA has established a Landlord Committee to either recruit or retain property owners in the Section Program or both.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 1: **Affordable Housing**

OBJECTIVE 2: Establish and implement a comprehensive strategy for preserving the city's low- and moderate-income housing and for protecting low-income tenants and homeowners.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
20	Implement strict, timely code enforcement and meaningful penalties.	14th Street and adjacent residential streets	DCRA	319	DCRA plans to undertake an assessment of its code enforcement process. The plan includes an assessment of existing fines to determine where fines will be increased. The assessment will be completed Q3 of FY2002.	FY2002
806	Implement strict, timely code enforcement and meaningful penalties.	14th Street from Euclid Street to Park Road (adjacent residential streets) and Mount Pleasant	DCRA	2447	DCRA plans to undertake an assessment of its code enforcement process. The plan includes an assessment of existing fines to determine where fines will be increased.	FY2002
21	Hire more housing inspectors and establish more severe penalties. Make sure that fines are enforced and collected. Ensure that enough inspectors speak a second language such as Spanish or Vietnamese.	Ward-wide	DCRA	320	DCRA has hired 39 Neighborhood Stabilization Officers (NSOs). For each Cluster in the city, One NSO will be responsible for inspection activities at the neighborhood level. The NSO assigned to Cluster 2 is Rene Marquez. Please call 202-442-4373. DCRA plans to undertake an assessment of its code enforcement process. The plan includes an assessment of existing fines to determine where fines will be increased.	FY2002
22	Establish a temporary housing "safety net" for tenants who are forced to vacate "out-of-compliance" properties.	Ward-wide	DMPED	323	The District set aside \$700,000 for the 5-513 fund to assist tenants in such situations. In addition, the DCHA made Section 8 housing vouchers available to tenants forced out of the District's hot properties.	Ongoing
			EMA	10066	The safety net will include security for and storage of tenants' personal belongings.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1: **Affordable Housing**

OBJECTIVE 2: Establish and implement a comprehensive strategy for preserving the city's low- and moderate-income housing and for protecting low-income tenants and homeowners.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
22	Establish a temporary housing "safety net" for tenants who are forced to vacate "out-of-compliance" properties.	Ward-wide	OCC	6114	The Office of Corporate Council (OCC) will work with a client agency on legal advice and implementation issues. OCC will provide legal services support within the client agency's time frame. The OCC cannot assign a time frame until the lead agency assigns a time frame. The OCC estimates Q3 FY2002 as the latest possible date for completion.	Ongoing
			DCRA	321	DCRA is not responsible for establishing temporary housing. However, in conjunction with the Mayor's Neighborhood Service Program, DHCD, DHS, DC Fire and Emergency, OCC, and EMA, a "Building Closure Protocol" was established.	Ongoing
			DHCD	322	DHCD provides relocation and housing assistance only for those projects for which it provides federal funds. A developer of a project that requires relocation submits a relocation plan to DHCD for approval. The Emergency Management Administration (EMA) provides assistance in other cases.	Ongoing
23	Create a "Tenants Advocate" Office to provide information and training on tenants rights, tenants ownership, and other related issues. All information and training should be multilingual.	14th Street from Euclid Street to Spring Road (adjacent residential streets)	Community	327	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, non-profits and others are encouraged to help implement this action.	TBD

Agency Responses to Citizen Priorities

PRIORITY 1:

Affordable Housing

OBJECTIVE 2:

Establish and implement a comprehensive strategy for preserving the city's low- and moderate-income housing and for protecting low-income tenants and homeowners.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
23	Create a "Tenants Advocate" Office to provide information and training on tenants rights, tenants ownership, and other related issues. All information and training should be multilingual.	14th Street from Euclid Street to Spring Road (adjacent residential streets)	DCRA	6115	DCRA is responsible for administering the Rental Housing Act of 1985. The act provides for Tenants Petitions against recalcitrant landlords, regulates the amount of rent that can be charged, and has provisions to ensure that tenants have the first right of refusal. DCRA has established the Housing Service Center and tenant guide to assist low- and moderate-income individuals in responding to violations. Please call 202-442-4610 for more information.	Ongoing
			DHCD	326	DHCD funds community-based organizations to provide these types of services, plus legal assistance to convert to ownership. Several are in the Ward 1/14th Street area and provide multilingual assistance. We will work with DCRA to leverage such resources in their tenant outreach efforts. Contact Ernest Merchant, 202-442-7200.	FY2002
			DCHA	325	DCHA Executive Director Michael Kelly meets weekly with the city's affordable housing advocates. A handbook outlining tenant's rights and responsibilities was prepared and distributed to DCHA clients. The Board of Commissioners recently voted to have all materials available in Spanish and Chinese. A communication strategy is currently being developed. Translated materials should be available by summer.	FY2002
807	Improve process for the District to take over and repair properties of negligent landlords who are not maintaining properties or paying taxes.	Ward-wide	DMPED	2450	The District set aside \$700,000 for the 5-513 fund to assist tenants in such situations. In addition, the DCHA made Section 8 housing vouchers available to tenants forced out of the District's "Hot Properties."	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 1: **Affordable Housing**

OBJECTIVE 2: Establish and implement a comprehensive strategy for preserving the city's low- and moderate-income housing and for protecting low-income tenants and homeowners.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
807	Improve process for the District to take over and repair properties of negligent landlords who are not maintaining properties or paying taxes.	Ward-wide	DHCD	2449	The District is promulgating the Abatement and Condemnation of Nuisance Properties Omnibus Amendment Act to allow the city to take abandoned properties after adequate notice to owners. Properties will be converted into new housing.	FY2002
			OCFO	6292	The District is promulgating the Abatement and Condemnation of Nuisance Properties Omnibus Amendment Act to allow the city to take abandoned properties after adequate notice to owners. Properties will be converted into new housing.	FY2003
			DCRA	2448	The District is promulgating the Abatement and Condemnation of Nuisance Properties Omnibus Amendment Act to allow the city to take abandoned properties after adequate notice to the owners.	FY2003
			OCC	2451	The District is promulgating the Abatement and Condemnation of Nuisance Properties Omnibus Amendment Act to allow the city to take abandoned properties after adequate notice to owners. Properties will be converted into new housing. OCC will provide legal service support within the client agency's time frame.	Ongoing
24	Conduct an immediate study to define the extent of loss of Section 8 housing in the District.	Ward-wide	DMPED	7542	The Fannie Mae Foundation has contracted with the Urban Institute to analyze the District's housing market, including the expiration of Section 8-financed buildings. On the basis of this analysis, the administration will work with residents to develop a comprehensive housing strategy.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1: **Affordable Housing**

OBJECTIVE 2: Establish and implement a comprehensive strategy for preserving the city's low- and moderate-income housing and for protecting low-income tenants and homeowners.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
24	Conduct an immediate study to define the extent of loss of Section 8 housing in the District.	Ward-wide	DHCD	329	DHCD has a list of all Section 8 projects in the city and the date of the contract expirations. It will conduct additional analysis to determine when each assistance contract in the city's inventory will expire. It then will coordinate with DMPED's Office, DCHA, and nonprofit stakeholders to develop an intervention strategy to preserve Section 8 housing in each neighborhood. Contact Cheryl Fox at 202-442-7200.	FY2002
			DCHA	328	DMPED is overseeing a study being conducted by the Urban Institute.	FY2002
808	Maintain and revise rent control program in the District.	District-wide	DCRA	7647	The Rental Housing Act of 1985, as amended, was extended by the City Council in FY2000. The act continues to provide a full range of protections and safeguards for tenants. DCRA has established a Housing Service Center to provide information directly to the public. This information may be obtained by calling 202-442-4610.	Ongoing
809	Create an emergency fund to aid elderly and low-income families who face extreme rent increases.	District-wide	DMPED	2455	The District set aside \$700,000 for the 5-513 fund to assist tenants in such situations. In addition, the DCHA made Section 8 housing vouchers available to tenants forced out of the District's hot properties.	Ongoing
			DHCD	2454	The Emergency Shelter Grant administered by the Community Partnership for the Prevention of Homelessness (on behalf of DHCD) provides emergency eviction prevention grants and assistance.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 1: **Affordable Housing**

OBJECTIVE 2: Establish and implement a comprehensive strategy for preserving the city's low- and moderate-income housing and for protecting low-income tenants and homeowners.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
810	Provide tax relief for elderly and low-income homeowners (tax credits, circuit breaker legislation).	District-wide	DCOA	6606	The Office on Aging partners with the Office of Tax and Revenue to ensure that senior citizens who qualify for the existing tax credit for the elderly receive the proper exemptions. The Office on Aging will assist the Office of Tax and Revenue in outreach to identify eligible seniors. The Office on Aging should be removed as a lead agency or partner but included as a supporting partner.	Ongoing
			OCFO	7664	These tax credits exist. There is a five-year property tax abatement for low-income homebuyers and a 50% property tax reduction for elderly owner-occupants, with additional credits up to \$750. Any additional tax law changes must be initiated by the legislative or executive branch. The Office of The Chief Financial Officer (OCFO) will support analysis and implementation of such policy changes as appropriate.	Ongoing
			DHCD	2456	There is property tax relief for elderly households already in DC Code. The Housing Act of 2002 has additional protections against property tax increases to homeowners at 50% of AMI.	Ongoing
811	Conduct an immediate study to determine the level of displacement in the Ward.	Ward-wide	DMPED	2459	The Fannie Mae Foundation has contracted with the Urban Institute to analyze the District's housing market, including the expiration of Section 8-financed buildings. On the basis of this analysis, the administration will work with residents to develop a comprehensive housing strategy.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1: **Affordable Housing**

OBJECTIVE 2: Establish and implement a comprehensive strategy for preserving the city's low- and moderate-income housing and for protecting low-income tenants and homeowners.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
811	Conduct an immediate study to determine the level of displacement in the Ward.	Ward-wide	DHCD	2458	DHCD has a list of all Section 8 projects in the city and the date of the contract expirations. It will conduct additional analysis to determine when each assistance contract in the city's inventory will expire, thus creating the risk of displacement. It then will coordinate with DMPED's Office, DCHA, and nonprofit stakeholders to develop an intervention strategy to preserve Section 8 housing in each neighborhood. Contact Paul Cohn, 202-442-7200.	FY2002
812	Establish a community land bank fund or other ownership assistance programs to expand low-income homeowner-ship opportunities.	Ward-wide	DHCD	2461	DHCD administers the Home Purchase Assistance Program and the Homestead Program to expand low-income housing opportunities. DCHFA also provides low-cost financing for homebuyers. DHCD can provide funds to communities land banks.	Ongoing
			DCHA	2460	DCHA secures special revenue bonds to ensure financial viability of non-HOPE VI redevelopment projects, as well as providing homebuyer and homeowner education programs.	Out Years
			DBFI	6293	DBFI will continue to market DHCD's Home Purchase Assistance Program (HPAP) and other housing programs to local banks for lending and investment opportunities.	
813	Increase funding for and improve administration of existing key housing programs and initiatives (HPAP, [HODIF], Right of First Refusal, Homestead, etc.)	Ward-wide	DHCD	2462	DHCD budgets its Federal funds each year on the basis of both the administration's strategic priorities and the needs of the community as expressed through annual needs hearings. DHCD is looking at ways to streamline operation of the Homestead and Single Family Residential Rehabilitation programs.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1: **Affordable Housing**

OBJECTIVE 3: Establish and implement a comprehensive strategy for increasing the city's supply of low- and moderate-income housing.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
25	Assist nonprofit organizations and community development corporations (CDCs) to obtain capital for affordable housing projects. (Bridge financing, predevelopment grants, downtown projects funding the HPTF, etc.)	Ward-wide	DHCD	330	DHCD provides funding for nonprofit and for-profit developers through its current Development Finance and Neighborhood Development Assistance Programs (NDAPs). Past beneficiaries have included the Development Corporation of Columbia Heights, Haven House Cooperative, 1327 Kenyon Street Cooperative, and Archbishop Rivera Cooperative. In addition, it is expanding the availability of the HPTF, which will finance predevelopment loans and grants. The fund will be financed in part by for-profit developer contributions associated with downtown and other development. New funding will be available in FY2003. Contact Jerry L. Williamson, Chief, Development Finance Division, 202-442-7200.	FY2002
814	Enact "Smart Codes" to provide more flexible rehabilitation of existing buildings and in-fill sites.	Ward-wide	DCRA	2463	DCRA is working with the Building Code Advisory Committee to adopt the 2000 International BOCA Code and will address Smart Codes during this process. Contact Denzil Noble, Deputy Administrator, on 202-442-4455.	FY2003
			DHCD	2464	DHCD has no jurisdiction over the redesign of building codes. However, it supports actions to facilitate the production of housing and will provide advisory services to DCRA as requested.	Ongoing
815	Establish inclusionary zoning ordinances, as well as tax incentives, to require new development to include low- and moderate-income units.	District-wide	OP	6607	The OP will prepare an inclusionary zoning analysis and tax incentive study for affordable housing.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1: **Affordable Housing**

OBJECTIVE 3: Establish and implement a comprehensive strategy for increasing the city's supply of low- and moderate-income housing.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
815	Establish inclusionary zoning ordinances, as well as tax incentives, to require new development to include low- and moderate-income units.	District-wide	DCRA	2465	The Zoning Commission is responsible for establishing zoning ordinances. Tax incentives are established through a variety of methods often initiated by the OP, DHCD, OTR, and the DMPED.	FY2002
			OCFO	6294	Instituting change through legislative action requires careful, long-term planning. Issues surrounding effects on revenue, coordination with all affected DC agencies, and precedential actions must be weighed against the possible effect on how tax administration is viewed by taxpayers. Inevitably, enacting special interest legislation requires an investment of programming costs and staffing costs. If such legislation is not fully funded, other valuable products and services may be affected. Tax law changes affecting the housing issues identified are generally complex and difficult to administer. Determinations of code changes improving economic development need to be fully understood before revenue effects and costs can be evaluated.	FY2003
			DMPED	2468	OTR is identified as the lead agency on this issue.	
817	Encourage DCOP and DHCD to work together to prepare neighborhood plans that preserve and increase affordable housing.	Cluster-wide	DHCD	6608	DHCD will work with the OP to review demographics, trends, and opportunities for affordable housing preservation and development. Development plans will be created as a result of this effort. We also will work with the DMPED to target investment to this area.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1: **Affordable Housing**

OBJECTIVE 3: Establish and implement a comprehensive strategy for increasing the city's supply of low- and moderate-income housing.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
817	Encourage DCOP and DHCD to work together to prepare neighborhood plans that preserve and increase affordable housing.	Cluster-wide	OP	2469	There are already policies in place, including the Housing Act of 2002, that address including affordable housing on District-owned parcels.	Ongoing
818	Dedicate a percentage of the real estate transfer and recordation tax to fund the HPTF annually.	District-wide	OCFO	7667	DHCD should be the lead agency on this action. The OCFO and OTR have no authority to address the proposed action, which requires a change in law, a policy decision, or both to implement. Once policy and program decisions are made by the appropriate officials in the executive or legislative branches, or in both branches, the offices within the OCFO will provide support as requested for implementation of those decisions.	
			DMPED	2470	The Housing Act of 2002 will dedicate 40% of the HPTF to families earning less than 30% of AMI and 40% to families earning between 30% and 50% of AMI.	FY2002
819	Assign DHCD and DCRA staff members to ensure that affordable housing projects obtain priority in terms of funding and permitting.	Ward-wide	DCRA	6609	On major projects, DCRA does assign a "Development Ambassador" to ensure that those projects receive priority and timely processing of building permit applications. Contact Lorraine Bennett at 202-442-4455.	Ongoing
			DHCD	2472	All of the projects that DHCD considers must be affordable to low- and moderate-income households. DHCD staff members are assigned only to funding affordable housing projects. DHCD works regularly with DCRA's ambassador program staff members to expedite permit review, but permitting is under DCRA's purview.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 1: **Affordable Housing**

OBJECTIVE 4: Establish and implement a comprehensive strategy for providing housing to the homeless and the mentally ill.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
820	Establish Single Room Occupancy (SRO) facilities and transitional housing for the mentally ill in the Ward where there is a clear need.	Ward-wide	Community	6610	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, non-profits and others are encouraged to help implement this action.	TBD

Agency Responses to Citizen Priorities

PRIORITY 1: **Affordable Housing**

OBJECTIVE 5: Throughout the District, encourage Historic Preservation that protects against displacement.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
821	Add a residency requirement to the Targeted Historic Preservation Tax Credit Program.	Mount Pleasant	DMPED	7668	The Housing Act of 2002 authorizes the historic housing tax credit. The tax credit is available to current homeowners and new homeowners. In addition to supporting current residents, one of the goals of the Housing Act is to encourage families to move back into the District, especially working families who have left the city over the past several decades. Therefore, the historic housing tax credit is available for newcomers, as well as for current residents.	FY2002
822	Add a length-of-stay requirement to the Targeted Historic Preservation Tax Credit Program.	Mount Pleasant	DMPED	7669	The Housing Act of 2002 authorizes the historic housing tax credit. Families who use the tax credit are required to live in the home for 5 years.	FY2002
823	Reduce the AMI level of the Targeted Historic Preservation Tax Credit Program to less than 120% to allow low- and moderate-income residents access to benefits.	Mount Pleasant	DMPED	2477	The Housing Act of 2002 authorizes the historic housing tax credit. The tax credit is available to current homeowners and new homeowners. Families can earn up to 125% of AMI; however, families who earn less than 60% of AMI receive a larger tax credit to support their efforts.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1: **Affordable Housing**OBJECTIVE 6: **Ensure that housing is handicap accessible.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
825	Heighten enforcement of existing handicap accessibility requirements.	Ward-wide	DCRA	2479	DCRA will prepare a public information notice that will be forwarded to all owners and managers of multifamily residential properties informing them of handicap accessibility requirements. Contact Patricia Montgomery, ADA Coordinator, at 202-442-4400.	FY2002
826	Make handicap accessibility one of the requirements that qualifies any housing development project for public funds.	District-wide	DHCD	7670	All publicly funded facilities must have common areas and, for multifamily housing, a percentage of units that are handicap accessible. Homeowners may apply for grants to make their homes handicap accessible as well. (Homeowners in this Cluster should contact Housing Counseling Services, 202- 667-7006.	
827	Review Americans with Disabilities Act (ADA) legislation, and remove any District-implemented disincentives to meeting the requirements.	District-wide	DCRA	2481	DCRA will undertake a reexamination of ADA legislation to identify any provisions that serve as a disincentive to meeting handicap accessibility requirements and will take appropriate action. Anyone knowledgeable about disincentives is asked to contact Patricia Montgomery, ADA Coordinator, at 202-442-4400.	FY2002
828	Resolve conflicts between handicap accessibility requirements and historic preservation legislation (especially in historic districts).	Mount Pleasant	DCRA	2482	DCRA will meet with the Office of Planning to identify and analyze conflicts between ADA requirements and Historic Preservation limitations. Contact Patricia Montgomery at DCRA.	FY2002
			OP	2483	OP will support the update and reprint of design guidelines on accessibility; additionally, it will recommend that guidelines be placed on the District's website.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1: **Affordable Housing**

OBJECTIVE 7: Promote mixed-use development, especially around commercial corridors and Metro stations. Mixed-use development should include a reasonable percentage of affordable housing units.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
829	Include community in a public, transparent process during development of requests for proposals (RFPs).	Columbia Heights, 14th and Irving Streets	NCRC	6613	Standard procedure is to include the public in the development process. NCRC supports this process.	FY2002
			DHCD	2484	DHCD has a supporting role in this action, because these parcels are in the NCRC portfolio. The RFP for the remaining Columbia Heights parcels was developed with extensive consultation with the ANC and other community stakeholders. The developers have presented their proposals to a community forum for input. Winning proposals will be subject to public scrutiny through DC Council approval of contracts, and developers will be required to have a community involvement plan.	FY2002
			OP	2485	The Office of Planning works with DHCD and NCRC as they develop RFPs for sites in their portfolio. Outreach includes work with ANCs before Council submission. The Council also holds its own public hearings.	Ongoing
830	During project definition, bring all key stakeholders to the negotiation table, including the community, business owners, developers, the District government, CBOs, and other important entities such as Washington Metropolitan Area Transit Authority (WMATA). Focus activities on (RLA) sites in Columbia Heights.	Columbia Heights, 14th and Irving Streets	DHCD	2486	DHCD has a supporting role in this action, because these parcels are in the NCRC portfolio. The RFP for the remaining Columbia Heights parcels was developed with extensive consultation with the ANC and other community stakeholders. The developers have presented their proposals to a community forum for input. Winning proposals will be subject to public scrutiny through DC Council approval of contracts, and developers will be required to have a community involvement plan.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1:

Affordable Housing

OBJECTIVE 7:

Promote mixed-use development, especially around commercial corridors and Metro stations.
Mixed-use development should include a reasonable percentage of affordable housing units.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
830	During project definition, bring all key stakeholders to the negotiation table, including the community, business owners, developers, the District government, CBOs, and other important entities such as Washington Metropolitan Area Transit Authority (WMATA). Focus activities on (RLA) sites in Columbia Heights.	Columbia Heights, 14th and Irving Streets	NCRC	6614	Standard procedure is to include stakeholders in the development process. NCRC supports this process.	FY2002
			OP	2487	The Office of Planning provided DHCD and NCRC with technical support and community contact support on preparing the RFP for Parcels 15 and 26 in Columbia Heights.	FY2002
831	Promote in-fill and scattered site development around existing neighborhood hubs and corridors.	Columbia Heights, 14th and Irving Streets	OP	1501	The Office of Planning will provide analytical support on the Mayor's new Home Again initiative, which is to be implemented by DMPED in during FY2002. This initiative will develop and set in motion a strategic process for (1) identifying vacant and abandoned properties in specific neighborhoods, (2) obtaining control or ownership of those properties, and (3) developing them to the benefit of their communities. This program will make housing units available to families of all incomes. Columbia Heights will be targeted for this program in the first year of implementation.	FY2002
			DHCD	1500	DHCD supports this goal. There are a number of Homestead properties in the Cluster that may be offered in the next lottery. The date of the next lottery has not yet been established.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 2:

Economic Development

Attracting neighborhood-oriented economic development is a major component to improving the quality of life for residents in Cluster 2. Mount Pleasant Street, 14th Street, and Georgia Avenue are all traditional, major commercial corridors in the Cluster, and it was noted that they should be the focus of revitalization efforts. At the same time, residents shared that local businesses should be provided with technical and financial assistance to improve their competitiveness. They also noted that new jobs resulting from development should be linked to local youths and other residents.

OBJECTIVE 1:

Improved coordination of planning and development activities between government agencies and community groups.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
832	Establish planning guidelines for an appropriate mix of services and retail in each neighborhood.	Columbia Heights, 14th and Irving Streets	OP	1503	Columbia Heights is a target study area. The study will be led by the Neighborhood Planning division; Development Review will coordinate with the target study group and will initiate any zoning actions that may result from the study.	Ongoing
			DHCD	1502	The RFP development process for the Columbia Heights parcels was subject to extensive community review. For the parcels already under development, the developers have made presentations to the community that had to meet the community's guidelines. The local community development corporation has experience in small business assistance and may be able to provide resources to achieve this goal; DHCD will advise the corporation about the community's request.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 2: **Economic Development**

OBJECTIVE 1: Improved coordination of planning and development activities between government agencies and community groups.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
833	Work with WMATA to ensure public input into the RFP process.	Columbia Heights, 14th and Irving Streets	WMATA	1505	WMATA has proposed new joint development policies and procedures to ensure community involvement early in the joint development process. The proposed revisions were circulated for review and comment on November 5, 2001. The comment period closed December 5, 2001. The new policy will be implemented after WMATA Board approval. The comment period was been extended to January 18, 2002.	FY2002
			NCRC	6296	Standard procedure is to include the public in the development process. NCRC supports this process.	FY2002
			OP	1504	The Office of Planning will provide planning and outreach support to activities that promote economic development in the neighborhoods. Through its Strategic Neighborhood Action Planning (SNAP) process, OP has provided a forum for public input into the planning process.	FY2002
834	Encourage and facilitate public input into the RFP process of the NCRC, DHCD, and OP.	Columbia Heights, 14th and Irving Streets	NCRC	1506	Standard procedure is to include the public in the development process. NCRC supports this process.	Ongoing
			DHCD	6297	This action typically is undertaken by the OP. DHCD participates in such community meetings and negotiations. The majority of major publicly owned property in Columbia Heights has been transferred to NCRC, and the RFP for those parcels already has been produced. No further action can be taken.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 2: **Economic Development**

OBJECTIVE 1: Improved coordination of planning and development activities between government agencies and community groups.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
834	Encourage and facilitate public input into the RFP process of the NCRC, DHCD, and OP.	Columbia Heights, 14th and Irving Streets	OP	1507	The Office of Planning works with DHCD and NCRC as they develop RFPs for sites in their portfolio. Outreach includes work with ANCs prior to Council submission. The Council also holds its own public hearings.	FY2002
835	Provide a forum for conflict resolution between businesses and residents.	Mount Pleasant	Community	1508	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, non-profits and others are encouraged to help implement this action.	TBD
			OP	1509	The OP is committed to forming a Land Use Mediation Center, which will focus on land use disputes among developers, neighborhoods, and government agencies.	FY2003

Agency Responses to Citizen Priorities

PRIORITY 2: **Economic Development**

OBJECTIVE 2: Stimulate economic development in the neighborhoods by encouraging the development of private and municipal resources in the community.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
837	Improve the communication process between DHCD and CDCs, as well as other stakeholders so as to provide training, technical support, and capital to local small businesses.	Cluster-wide	DMPED	10051	DMPED is evaluating small business development programs that provide direct assistance. A recommendation for better coordination and implementation of programs is forthcoming in Q3 of FY2002.	FY2002
			DHCD	1513	CDCs and other nonprofits were notified of funding availability for business development services through publication of the FY2002 Neighborhood Development Assistance Program (NDAP) Request for Applications. Applications for the FY2003 NDAP will be advertised in June 2002. DHCD will develop a brochure on its business development services as well.	FY2002
			Community	1512	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, non-profits and others are encouraged to help implement this action.	TBD
838	Investigate the feasibility of a Main Street program for 14th Street from Park Road to Spring Road.	14th Street from Park Road to Spring Road	DMPED	1514	DMPED has budgeted \$7 million in local funds for the ReStore DC neighborhood commercial revitalization program. A multiyear package of grants and technical assistance will be awarded on a competitive basis to approximately five neighborhood business districts per year. Other business districts can apply on a competitive basis for matching grants for short-term, specific projects such as a market study. Funding will also be provided to support neighborhood business resource centers.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 2: **Economic Development**

OBJECTIVE 2: Stimulate economic development in the neighborhoods by encouraging the development of private and municipal resources in the community.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
838	Investigate the feasibility of a Main Street program for 14th Street from Park Road to Spring Road.	14th Street from Park Road to Spring Road	OP	1515	Local community organizations are encouraged to participate in the DC Main Streets Initiative. The DC Main Streets Initiative, which is part of the ReStore DC neighborhood commercial revitalization program, will select up to five neighborhood commercial and retail districts within its first year and a comparable number per year as the initiative progresses and expands. The Main Streets office will competitively award a full range of technical assistance to help selected DC neighborhood districts in competing to increase revenues and to grow. A strong Main Streets candidate must primarily demonstrate (1) a history of cooperation and continued organization among business owners, neighborhood residents, community development corporations, and other civic and religious associations; (2) a thorough understanding of the demographics, strengths, and constraints of the commercial district and surrounding communities; (3) a history of having successfully implemented district or neighborhood enhancement projects within recent years; (4) a preliminary vision for how area stakeholders envision the district being revitalized; (5) an ability to match funds from the District and become successful and self-sufficient within a 5-year period; and (6) an understanding of the Main Streets Four Point Approach. All interested neighborhoods should contact John McGaw of DMPED at 202-727-6705 to determine their eligibility.	FY2002
839	Expedite the development of the parcels in Columbia Heights. Ensure proper project management.	Columbia Heights, 14th and Irving Streets	NCRC	1516	An RFP has been released; the review process is under way for the remaining vacant properties.	

Agency Responses to Citizen Priorities

PRIORITY 2:

Economic Development

OBJECTIVE 2:

Stimulate economic development in the neighborhoods by encouraging the development of private and municipal resources in the community.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
839	Expedite the development of the parcels in Columbia Heights. Ensure proper project management.	Columbia Heights, 14th and Irving Streets	DHCD	6615	DHCD has assigned a project manager who monitors all activity on an ongoing basis. DHCD, working with the DMPED's office, has negotiated an Exclusive Rights Agreement with the Parcel 27 and 29 developers and is monitoring performance under the terms of those agreements. The next step is to negotiate the Land Disposition Agreement that transfers title to the developers. Under those agreements, the developer must achieve certain milestones against a schedule or, if necessary, the land will revert to District ownership. NCRC will assign a project manager for the redevelopment of the other parcels.	FY2002
			OP	1517	The OP will continue to support the efforts of DHCD and RLA on such projects.	Ongoing
840	Prepare a list of existing small business support programs in the neighborhood. Prepare recommendations to improve their effectiveness.	Cluster-wide	DMPED	1519	Small Business Resource Centers will be established to provide technical assistance and advisory services to small businesses. They will draw on existing support mechanisms and will provide access to capital for economic growth.	FY2002
			DBFI	9989	DBFI will continue to work with SBA and local CDCs to coordinate a small business referral system. The system will coordinate existing service providers with its local branch library to serve each Ward's small business development needs.	

Agency Responses to Citizen Priorities

PRIORITY 2: **Economic Development**

OBJECTIVE 2: Stimulate economic development in the neighborhoods by encouraging the development of private and municipal resources in the community.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
840	Prepare a list of existing small business support programs in the neighborhood. Prepare recommendations to improve their effectiveness.	Cluster-wide	Community	1518	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, non-profits and others are encouraged to help implement this action.	TBD
			OLBD	9988	OLBD will work with lead agencies to make available any LSDBE information and benefits. Visit OLBD's website at <olbd.washingtondc.gov>.	FY2002
841	Identify all business associations, and assign a liaison from the District to work with each one.	Cluster-wide	DMPED	6298	DMPED has budgeted \$7 million in local funds for the ReStore DC neighborhood commercial revitalization program. A multiyear package of grants and technical assistance will be awarded on a competitive basis to approximately five neighborhood business districts per year. Other business districts can apply on a competitive basis for matching grants for short-term, specific projects such as a market study. Funding will also be provided to support neighborhood business resource centers.	FY2002
			DHCD	1520	DHCD can provide to the (OCO) a list of business associations with which it is familiar. DHCD typically interacts with business associations through CDCs and community-based organizations.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 2: **Economic Development**

OBJECTIVE 3: Provide sufficient parking for residents and businesses.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
843	Conduct comprehensive traffic studies for key commercial corridors that include a detailed parking analysis.	Columbia Heights, 14th and Irving Streets, Mount Pleasant Street, and Georgia Avenue from New Hampshire Avenue to Gresham Place	OP	1525	The OP will provide support to DDOT as required.	FY2003
844	Conduct a traffic study specifically for Columbia Heights to mitigate the negative effect of all the new development. Include a parking analysis.	Columbia Heights, 14th Street corridor from Euclid Street to Spring Road	DDOT	1526	DDOT will work assiduously with the DMPED's office to explore parking policies and the possibility of establishing municipal parking lots. DDOT will budget funds in FY2003 to undertake parking studies District-wide.	FY2003

Agency Responses to Citizen Priorities

PRIORITY 2: **Economic Development**

OBJECTIVE 4: Ensure that economic development taking place in the community is linked to improving the quality of life for current residents.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
845	Ensure youth involvement in new retail- and service-sector opportunities by implementing job placement and training programs in collaboration with the private sector.	Cluster-wide	DOES	1528	The (WIA) Youth Council/School to Careers Governing Council oversees the operation of youth programs in the District. This body includes representatives from the private sector, labor, the school system, the public sector, and community-based organizations providing an array of youth services. A primary function of the Council is to ensure that the education and workforce development systems are integrated and that skills-training opportunities are responsive to the needs of both public- and private-sector employers.	FY2002
			DHCD	1527	DHCD does not engage in direct job placement and training programs. Those programs fall under the purview of the Workforce Investment Council and the Department of Employment Services (DOES). DHCD can support projects that involve such activities. The Neighborhood Development Assistance Program may support job training and placement programs in CDCs and CBOs in FY2002 and FY2003. The application for NDAP funding in FY2003 will be available in June 2002. Contact Vanessa Akins, Deputy Director, at 202-442-7200 for more information on NDAP-funded projects.	FY2002
			Community	6299	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, non-profits and others are encouraged to help implement this action.	TBD

Agency Responses to Citizen Priorities

PRIORITY 2:

Economic Development

OBJECTIVE 4:

Ensure that economic development taking place in the community is linked to improving the quality of life for current residents.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
846	Perform façade improvements in commercial areas of Georgia Avenue between Columbia Road and New Hampshire Avenue.	Georgia Avenue between Columbia Road and New Hampshire Avenue	DHCD	1530	DHCD is funding façade improvements on the 3400-3600 blocks of Georgia Avenue.	FY2002
846	Perform façade improvements in commercial areas of Georgia Avenue between Columbia Road and New Hampshire Avenue.	Georgia Avenue between Columbia Road and New Hampshire Avenue	Community	1529	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, non-profits and others are encouraged to help implement this action.	TBD
847	Perform an inventory of vacant and abandoned buildings. Determine ownership, condition, and potential uses for the buildings.	3500 and 3600 blocks of Georgia Avenue	OP	1531	The OP will map location of buildings if provided with the proper inventory data by DHCD.	FY2002
			DHCD	6616	DCRA is conducting a city-wide inventory of abandoned properties. In addition, DMPED is implementing the Mayor's new Home Again housing initiative and has access to the inventory of abandoned buildings city-wide. DHCD will pursue properties that can be included in the Homestead Program for rehabilitation and resale as is feasible. In addition, it will advise a local CDC of the community's interest in this action.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 2: **Economic Development**

OBJECTIVE 5: Design and implement programs that provide assistance to local businesses. Ensure that those programs are properly administered.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
848	Provide small business development services (i.e., technical assistance, tax incentives, training on codes and regulations, etc.). Partner as needed with local CDCs.	Cluster-wide	DBFI	1533	The Department of Banking and Financial Institutions (DBFI) currently sees business owners and helps prepare their loan packages. DBFI has partnered with the SBDC and its subcenters to offer training at the Martin Luther King (MLK) Library for residents on topics related to small business ownership. The SBDC at (AEDC) and the SBDC at the Center for Urban Progress will work with DBFI, SBA, and DC Public Libraries (DCPL) to coordinate workshops and seminars at the MLK Library.	Ongoing
			DMPED	10052	DMPED is evaluating small business development programs that provide direct assistance. A recommendation for better coordination and implementation of programs is forthcoming in Q3 of FY2002.	FY2002
			Community	7046	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, non-profits and others are encouraged to help implement this action.	TBD

Agency Responses to Citizen Priorities

PRIORITY 2:

Economic Development

OBJECTIVE 5:

Design and implement programs that provide assistance to local businesses. Ensure that those programs are properly administered.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
848	Provide small business development services (i.e., technical assistance, tax incentives, training on codes and regulations, etc.). Partner as needed with local CDCs.	Cluster-wide	DHCD	1532	DMPED, in conjunction with DHCD and OP, has developed business development programs for FY2002. Further information will be disseminated in Q2 of FY2002. DHCD has made funding for business technical assistance available through NDAP; groups may apply for FY2003 NDAP funding in Q3 of FY2002. Contact Vanessa Akins, Deputy Director, at 202-442-7200.	FY2002
849	Implement a small business incubator to promote local entrepreneurship in Columbia Heights. Provide space in the new development on Parcel 27 for the incubator.	14th Street from Park Road to Spring Road	DMPED	1536	DMPED is evaluating small business development programs that provide direct assistance. A recommendation for better coordination and implementation of programs is forthcoming in Q3 of FY2002.	FY2002
			Community	6300	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, non-profits and others are encouraged to help implement this action.	TBD
			DBFI	9992	The Development Corporation of Columbia Heights (DCCH) is currently working with BB&T bank to finance Parcel 34 at 14th Street and Florida Avenue NW. The space will house a 14-unit condo development with a 6,000-square-foot business incubator. DHCD has \$900,000 in the project, and the FHLB of Atlanta has \$200,000 in the project as well. Total project cost is \$4.5 million.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 2: **Economic Development**

OBJECTIVE 5: Design and implement programs that provide assistance to local businesses. Ensure that those programs are properly administered.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
849	Implement a small business incubator to promote local entrepreneurship in Columbia Heights. Provide space in the new development on Parcel 27 for the incubator.	14th Street from Park Road to Spring Road	DHCD	1535	DHCD will advise the local CDC of the need to promote local entrepreneurial opportunities and of the community's request in this regard. (The local CDC, the DCCH, is a partner on the development team.) DHCD has provided support to the Georgia Avenue small business center.	FY2002
			OLBD	9991	The Office of Local Business Development (OLBD) will work with lead agencies and the DCCH to implement the referenced program. OLBD will work with the incubator to serve as a distribution point for LSDBE certification application and other related information.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 3:

Parks, Open Space, Beautification, Recreation, and Cleanliness

Providing improved recreation opportunities for adults and youth was one of the main priorities for many residents. Open space preservation, especially in the face of new development, was identified as critical for helping foster a sense of neighborhood. Maintaining existing parks, beautifying neighborhoods, and improving the overall cleanliness of the Cluster were integrally tied to this priority as well.

OBJECTIVE 1:

Renovate and improve the condition of open spaces and parks that are the responsibility of the District.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
850	Establish a mechanism for the care and removal of trees and "tree furniture."	Parkwood and Perry; Mount Pleasant	DDOT	6084	DDOT will inspect these locations for appropriate determination of streetscape improvements. DDOT will work with DPR and DPW to address all such issues	FY2002
851	Have DPR hire a landscape architect.	District-wide	DPR	1540	DPR has recently hired the department's first landscape architect to contribute to the maintenance and beautification of parks.	FY2002
852	Have DPR hire an arborist.	District-wide	DPR	1541	DPR will consult with the city's arborist as it plans improvements to open space.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 3: **Parks, Open Space, Beautification, Recreation, and Cleanliness**

OBJECTIVE 1: Renovate and improve the condition of open spaces and parks that are the responsibility of the District.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
853	Prepare a comprehensive inventory and condition survey of parks, playgrounds, open spaces, recreation sites, and facilities in Ward 1.	Cluster-wide	OCTO	1543	The Office of the Chief Technology Officer (OCTO) is taking a physical inventory of the communications infrastructure that needs to be on the District-Wide Area Network. The inventory does not include the condition of open spaces, parks, playgrounds, or recreation sites implied in the question. The Geographic Information System (GIS) project may be of help to the Department of Parks and Recreation. In the GIS infrastructure project, a regional consortium including the regional Council of Governments and the Federal government is developing a coordinated GIS to support mission-critical mapping for numerous District and Federal agencies. At its core is the "DC Atlas," a set of more than 50 layered digital maps, which are linked to a database that display a wide variety of geographical details. The atlas is now available to District agencies through the DC (WAN) and will eventually be available to the public through the Internet. The Department of Parks and Recreation should contact OCTO to help the agency determine its needs, either through an outside vendor or through OCTO through a memorandum of understanding. (OCTO)	FY2003
			DPR	1542	DPR has prepared an RFP for FY2002 (for \$400,000) to do a complete assessment of all properties. (It is not through OCTO.)	FY2002

Agency Responses to Citizen Priorities

PRIORITY 3:

Parks, Open Space, Beautification, Recreation, and Cleanliness

OBJECTIVE 1:

Renovate and improve the condition of open spaces and parks that are the responsibility of the District.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
854	Conduct a survey of Park Road and Lamont Street Parks to determine condition and care schedule.	Park Road and Lamont Street Parks	DPR	1544	Both parks have been adopted and renovated at the community's request. DPR will work with the adopter to maintain parks. Gail Benjamin, our volunteer coordinator, is the liaison to that community. She can be reached at 202-673-7665. The Mount Pleasant Business Association is the adopter. The Chief of Maintenance oversees the condition of those parks. There is no grass to maintain; primarily lights and other equipment require maintenance. The Chief of Maintenance can be reached at 202-727-5465.	Ongoing
855	Renew and repair tree boxes on Mount Pleasant Street.	Mount Pleasant Street	DDOT	6085	DDOT will inspect these locations for appropriate determination of streetscape improvements. DDOT will work with DPR and DPW to address the issue.	FY2002
856	Replace drinking fountain in Lamont Park with a sturdier version. The existing fountain is always broken.	Lamont Park	DPR	1546	DPR has repaired this fountain on many occasions. The water will be turned off for the winter, and the unit will be replaced in the spring.	FY2002
857	Repair Lamont Street Park benches.	Lamont Park	DPR	1547	DPR will repair the Lamont Park benches immediately. All District park benches are scheduled to be repaired or replaced in FY2003.	FY2002
858	Establish a small grant fund or other funding mechanism for locally developed projects related to parks and recreation.	Cluster-wide	DPR	1548	DPR recently established a parks foundation to raise funds in support of local parks and recreation initiatives. It is called the Capital City Parks Foundation. The agency itself does not have authority to issue small grants.	FY2003

Agency Responses to Citizen Priorities

PRIORITY 3: **Parks, Open Space, Beautification, Recreation, and Cleanliness**OBJECTIVE 1: **Renovate and improve the condition of open spaces and parks that are the responsibility of the District.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
859	Develop a joint Federal/District plan for erosion prevention in Rock Creek Park.	Cluster-wide	DPR	1549	The Army Corps of Engineers, the National Zoo, and the National Parks Service (NPS) are currently working on erosion in this area. As part of a comprehensive soil erosion assessment, Walter Pierce Park, which abuts Rock Creek Park, will be fully assessed and remediated. DPR meets monthly with NPS and will coordinate discussions on this issue with NPS.	FY2002
			NPS	1550	NPS is willing to meet with DPR to discuss issues. Contact Cindy Cox at 202-282-1062.	
860	Study and improve pedestrian access to Rock Creek Park.	Cluster-wide	DPR	1551	DPR will coordinate discussions on this issue with Rock Creek Park. (Most pedestrian trails and access points are under the authority of NPS or DDOT.)	Ongoing
			DDOT	7696	DDOT will work with DPR and DPW to address this issue.	FY2002
			NPS	1552	NPS is addressing this issue as a part of the General Management Plan, which will be released in summer 2002.	FY2002
861	Have DPW improve the condition of the green curb strips (between curb and sidewalk) on side streets leading from Mount Pleasant Street.	Side streets leading from Mount Pleasant Street	DDOT	7294	Inventories of local street signs in Wards 1-4 are currently in progress. Repairs will follow immediately after this process. DDOT will work with DPR and DPW to address all these issues.	FY2002
862	Implement a regular inspection schedule for parks and open spaces under DPR jurisdiction.	Cluster-wide	DPR	1554	DPR has recently hired the department's first landscape architect to contribute to the maintenance and beautification of parks. Parks and open spaces are inspected quarterly.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 3: **Parks, Open Space, Beautification, Recreation, and Cleanliness**

OBJECTIVE 1: Renovate and improve the condition of open spaces and parks that are the responsibility of the District.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
863	Establish a formal outreach and communication mechanism.	Cluster-wide	DPR	1555	DPR's capital improvement strategy involves close coordination with community residents at key stages. Additionally, DPR is revitalizing its Development Office and outreach operations. DPR is revitalizing its outreach operation by hiring new staff members to manage "adopt-a-park" programs, help with volunteer outreach, and expand recreational programs (more than 30 new recreational specialist have been hired to work in the facilities).	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 3: **Parks, Open Space, Beautification, Recreation, and Cleanliness**OBJECTIVE 2: **Improve public cleanliness.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
864	Provide education, training, and general outreach to residents and businesses informing the community of activities, responsibilities, and specific programs regarding neighborhood cleanliness.	Park Road between 14th and 16th Streets	OCCC	7698	The Office of the Clean City Coordinator (OCCC) will support this initiative through the neighborhood engagement component of the Adopt-a-Block program.	FY2002
			DPW	1556	DPW will begin to develop an awareness and information campaign to increase the number of ways it gets its message to the public. Solid Waste Education and Enforcement Program inspectors will continue to educate the public on an ongoing basis.	FY2002
865	Place litter cans on Park Road between 14th and 15th Streets.	Park Road between 14th and 15th Streets	DPW	1557	DPW will place 180 litter cans in selected areas that are across the city and that meet certain criteria. Because of the high demand for litter cans, extra funds have been allocated in FY2003 to install more than 600 additional litter cans. DPW will give strong consideration to locations identified through the Neighborhood Planning process.	FY2002
866	Place new street cleaning signs on Park Road between 14th and 15th Streets. The old signs were removed and never replaced.	Park Road between 14th and 15th Streets	DDOT	7295	Inventories of local street signs in Wards 1-4 are currently in progress. Repairs will follow immediately after this process. DDOT will work with DPR and DPW to address this issue.	FY2002
867	Implement a 9:00-11:00 am street cleaning schedule for Mount Pleasant Street and Columbia Road because that would be the least disruptive time to business and the community.	Cluster-wide	DPW	1559	DPW will review and make any necessary scheduling adjustments to this service.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 3: **Parks, Open Space, Beautification, Recreation, and Cleanliness**OBJECTIVE 2: **Improve public cleanliness.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
868	Conduct a litter can survey to determine adequacy for commercial strips in Cluster.	Georgia Avenue between Columbia Road and New Hampshire Avenue; Mount Pleasant Street and 14th Street between Euclid Street and Park Road	DPW	1560	DPW will place 180 litter cans in selected areas across the city that meet certain criteria. Because of the high demand for litter cans, extra funds have been allocated in FY2003 to install more than 600 additional litter cans. DPW will give strong consideration to locations identified through the Neighborhood Planning process.	FY2002
869	Reintroduce the proposal for a District-wide bottle bill as a monetary incentive to pick up trash.	District-wide	OCC	1562	OCC will provide legal review (legislation can be drafted by a client agency).	Ongoing
870	Implement a strong and ongoing antilittering campaign throughout the Ward. (The campaign should be multilingual and aimed at youths as well.)	Ward-wide	OCCC	1563	Provide information on the Mayor's Adopt-a-Block program to the local ANC and civic associations. Assist with implementation.	FY2002
			DPW	1564	DPW will begin to develop an awareness and information campaign to increase the number of ways it gets its message to the public.	FY2002
872	Maintain the grounds of the Department of Parks and Recreation headquarters as a "model of cleanliness" (not presently the case).	DPR's headquarters on 16th Street	DPR	1566	DPR's headquarters serves as a meeting place for church groups, community groups, schools, and residents using the adjacent playground. In warm months, it is transformed into a community bazaar, often without care. DPR will monitor use closely and will hold users accountable for cleanup.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 4:

Community Involvement, Empowerment, and Diversity

Residents emphasized the importance of increased community involvement in the District's public processes. They recommended establishing formal mechanisms and channels that promote community input, especially for groups in the District that have not previously had the opportunity to participate. Specifically, residents recommended new and innovative forms of community outreach, as well as training and funding for existing community organizations. Residents in the Cluster also recommended that the District improve the channels of communication between city agencies.

OBJECTIVE 1:

Improve civic and intercommunity participation in neighborhood decision-making processes regardless of income level, gender, race, or ethnicity.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
873	Provide daycare at public forums and meetings such as the Neighborhood Planning Initiative Workshops.	Cluster-wide	Community	7047	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, non-profits and others are encouraged to help implement this action.	TBD
874	Provide real-time, multilanguage translation services at all public events and outreach initiatives. All documents should be made available in multiple languages.	Cluster-wide	EOM	1572	The Office of Latino Affairs and Office of Asian and Pacific Islander Affairs currently provide service directories and real-time, multilanguage translation at major public events. Agreements with major service agencies will be expanded to better serve non-English-speaking communities by September 30, 2002.	FY2002
			Community	6301	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, non-profits and others are encouraged to help implement this action.	TBD
875	Provide language-appropriate neighborhood resource books that list newspapers, listservs, newsletters, CDCs, civic associations, etc. The books should be called the Citizens' Handbook and would be prepared by the District. Additionally, create a resource book for government agencies and employees that describes nongovernmental resources (i.e., CBOs, CDCs, etc.)	Ward-wide	EOM	1574	The District will publish a Citizen Services Guide and will make this publication widely available.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 4: **Community Involvement, Empowerment, and Diversity**

OBJECTIVE 2: Establish or reinforce formal mechanisms and venues for public comment and participation in public processes such as planning and services meetings.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
876	Bolster the Neighborhood Planning Initiative to ensure community influence on planning and the budget. Increase funding and staff.	District-wide	OP	1575	The Office of Planning has made a budget request for more detailed planning analyses in specific locations of select neighborhoods and communities, and OP continues to support outreach efforts related to updates of SNAPs.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 4: **Community Involvement, Empowerment, and Diversity**

OBJECTIVE 3: Facilitate and strengthen the means of coordination and cooperation between government and the organizations that know the communities directly (civic groups and quasi-public agencies).

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
877	Establish improved communications among CDCs and DHCD and other community stakeholders to ensure that adequate small business development services are offered throughout the Cluster.	Cluster-wide	DHCD	1576	Community development corporations were notified of funding availability for business development services through publication of the NDAP's Request for Applications in FY2002. Contracts with FY2002 awardees will be finalized in January 2002. DHCD will notify awardees of the Cluster's concern. In addition, DHCD will develop a brochure on its façade improvement program and other programs for dissemination later this year.	FY2002
			Community	6617	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, non-profits and others are encouraged to help implement this action.	TBD
878	Use Neighborhood Service as a means of communicating with neighborhood organizations and key District agencies.	Ward-wide	EOM	1577	The Executive Office of the Mayor (EOM) will enhance the coordination between Neighborhood Service and District agencies to ensure timely and effective responses to citizens' concerns.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 4: **Community Involvement, Empowerment, and Diversity**

OBJECTIVE 4: Strengthen community groups and individual residents through formalized training and funding.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
879	Prepare a list of all organizations in the Cluster that provide community capacity-building programs.	Cluster-wide	Community	7048	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, non-profits and others are encouraged to help implement this action.	TBD
			EOM	1580	EOM's Office of Partnerships and Grants Development will assemble this list and will share it with community members.	FY2002
880	Provide leadership training for adults and youths. Training should include leadership skills and public speaking as well as report and grant writing.	Cluster-wide	Community	7049	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, non-profits and others are encouraged to help implement this action.	TBD
881	Establish a "Neighborhood College" that provides training to local leaders and residents involved in the public process.	District-wide	EOM	2802	EOM will conduct training for ANC leaders and will make similar training available to other community leaders. EOM will also provide a guide to public processes in the Citizens Services Guide.	FY2002
			Community	2801	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, non-profits and others are encouraged to help implement this action.	TBD

Agency Responses to Citizen Priorities

PRIORITY 4: **Community Involvement, Empowerment, and Diversity**OBJECTIVE 5: **Improve access to meeting venues and improve communications.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
882	Clarify and simplify the process for reserving public spaces for meetings in libraries, schools, and community centers. Provide spaces free of charge.	District-wide	DCPS	2806	DCPS may be able to prepare and publish policy statements with regard to building use and to publish such information in a variety of media as part of its community engagement strategy. The request is a good one and will be brought to the table in developing the strategy. A commitment as to a start date cannot be provided at this time. In the meantime, groups interested in using school space for meetings should contact Veronica Falwell, DCPS Real Estate, at 202-442-5199 for information on current policies. It is currently not possible to provide meeting space at the local school free of charge after school hours because of costs involved with regard to the additional custodial and security services that are required. As services are increasingly co-located in school buildings after hours, this alternative may become more feasible.	FY2002
			DPR	2805	DPR has a good permit process for reserving public spaces. (It has been highly simplified; all you do is call and reserve a space.) If you would like to reserve a space or would like more information, please call 202-673-7665. Civic associations and neighborhood associations are not charged, but private citizens do have to pay a small fee.	FY2002
			DCPL	7050	The DC Public Libraries already have a clear, simple process for booking meeting rooms. Residents may call any library for available space and may complete an application form in person, by mail, or by fax. All library meeting rooms are free of charge.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 4: **Community Involvement, Empowerment, and Diversity**OBJECTIVE 5: **Improve access to meeting venues and improve communications.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
882	Clarify and simplify the process for reserving public spaces for meetings in libraries, schools, and community centers. Provide spaces free of charge.	District-wide	Community	2804	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, non-profits and others are encouraged to help implement this action.	TBD
883	Announce District-sponsored events more broadly using bus and Metro posters, local and national newspapers, and local radio and television spots. Additionally, provide public kiosks and bulletin boards in every neighborhood.	District-wide	EOM	2808	EOM will expand its support of community communications through the use of cable TV, radio, print media, and the <www.dc.gov> website. Residents will also have greater access to Internet communications through expanded computer stations at recreation centers, libraries, and public kiosks.	FY2002
			OCCC	7704	OCCC will work with KWB, Inc., and DPW in getting the word out more broadly on community events.	FY2002
884	Become more sophisticated in using information technology to communicate with the District's residents. Incorporate better use of the Internet, e-mail and listservs.	District-wide	EOM	2809	The District will expand its website to provide 20 new online transaction functions will support ANCs in establishing listservs for every neighborhood Cluster, and will begin a public information kiosk program.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 4: **Community Involvement, Empowerment, and Diversity**OBJECTIVE 5: **Improve access to meeting venues and improve communications.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
884	Become more sophisticated in using information technology to communicate with the District's residents. Incorporate better use of the Internet, e-mail and listservs.	District-wide	OCTO	2810	Widespread Internet access is essential to deliver the benefits of e-government to every neighborhood in the District. To create that access, the District must close the gap between those who have Internet access savvy and those who do not. In the public service Internet workstation project, OCTO is installing public Internet kiosks-complete, secure computer workstations-in easily accessible but secure public buildings, such as DC libraries. OCTO is adding interactive voice response units to expand and streamline access to city services and information by prompting callers through automated service menus. For example, OCTO has implemented an interactive voice unit at the District's public service and information referral center so that residents can obtain service information and referrals in a phone call, rather than having to visit the center in person. OCTO has implemented a 16-point program to make all of its the District's web pages accessible to people with disabilities. There are a number of residential and business services currently provided over the Internet, with many more to come. (OCTO)	Ongoing
885	Increase the level of voter participation through improved outreach strategies.	District-wide	EOM	2811	Through increased citizen engagement associated with the Neighborhood Planning process, with Citizen Summits, and with the publication of the Citizens Services Guide, EOM will continue to enhance the civic participation of citizens.	FY2002

Actions With No Commitments

Even though District agencies considered all actions that this Cluster identified, there were also a number of actions suggested by citizens through the SNAP process that did not receive a commitment. Reasons for a lack of commitment ranged from fiscal limitations (not enough money is currently available in the agency's budget), to a disagreement in the strategy with the particular agency with the authority to implement an action, to the need for more internal analysis before a commitment was made. Those actions included the following:

PRIORITY:

Affordable Housing

Action	Location	Agency	Agency Response
Establish a clear and specific definition of "affordable" housing in keeping with economic conditions in the District.	District-wide	DCRA	There is no date noted because this is clearly a DHCD issue. Thus, DCRA has no responsibility for defining "affordable."
Lower the definition of "low income" from 60% of AMI to 30% of AMI, and lower the definition of "moderate income" from 80% of AMI to 50% of AMI. All provisions in proposed legislation with income limits above 50% of AMI should be lowered to 50% of AMI.	District-wide	DCRA	There is no date noted because this is clearly a DHCD issue. Thus, DCRA has no responsibility for defining income levels.
Encourage the development of housing for Section 8 voucher holders to eliminate the shortage of available units and of owners willing to accept vouchers.	14th Street from Euclid Street to Park Road (adjacent residential streets)	DCRA	There is no date noted because this is clearly a Housing Authority and DHCD issue. Thus, DCRA has no responsibility for Section 8 vouchers.
Maintain and revise a rent control program in the District.	District-wide	DHCD	DHCD does not have a role in this action. Rent control is under the purview of DCRA. Changes to the rent control laws must be enacted through legislation.
Create an emergency fund to aid elderly and low-income families who face extreme rent increases.	District-wide	DHS	DHS has no agency authority over rent in the city, nor does it have the capacity or funding to provide ongoing rental subsidies for residents. DHS provides funding to prevent eviction of residents of the District.

Actions With No Commitments

PRIORITY:

Affordable Housing

Action	Location	Agency	Agency Response
Assist nonprofit organizations and CDCs in obtaining capital for affordable housing projects (bridge financing, predevelopment grants, Downtown projects funding the Housing Production Trust Fund, etc.).	Ward-wide	DCHFA	DCHFA has established this objective in its FY2001-2005 Business Plans. DCHFA currently has some tools in place. One is McKinney Act Savings Funds bridge loan financing, which is a low-rate, two-year loan for predevelopment, acquisition, and rehabilitation, provided that the funds are used to benefit very low-income people only. Another tool is technical development assistance services. In addition, the DCHFA has (1) lowered its financing fees to help make nonprofit projects more financially viable, and (2) created a special exemption that is from its bond allocation application process and that allows eligible applicants to apply for and obtain financing at any time rather than only when application rounds are announced in April and October. DCHFA is also a member of the Coalition for Nonprofit Housing and Economic Development and participates in seminars and meetings to stay informed about applicants' needs. In addition to continuing these activities, DCHFA plans to actively seek joint venture opportunities with nonprofits and CDCs to support their development projects. A portion of any HPTF monies allocated to the DCHFA will be set aside specifically for providing additional predevelopment, bridge, and capital funds for those groups. (DCHFA)
Establish inclusionary zoning ordinances as well as tax incentives to require new development to include low- and moderate-income units.	District-wide	DHCD	DHCD does not have jurisdiction over zoning. DMPED is developing a policy to promote the inclusion of affordable units in otherwise market-rate developments, and the Council is examining it as well.
Establish split-rate taxation that shifts the majority of the taxes to the land and not the building.	District-wide	OCFO	The Tax Revision Commission analyzed and evaluated split-rate taxation, and it was determined that split-rate taxation should not be implemented. Analysis and the experience of other jurisdictions with split-rate taxation indicate that split-rate taxation has no effect on land development decisions.
	District-wide	DHCD	DHCD does not have a role in this action. Taxation rate issues are within the jurisdiction of the Office of Tax and Revenue and the DC Council.

Actions With No Commitments

PRIORITY:

Economic Development

Action	Location	Agency	Agency Response
Prepare a list of existing small business support programs in the neighborhood. Prepare recommendations to improve their effectiveness.	Cluster-wide	DCPL	DCPL is unable to complete its original plans to open a One Stop Capital Shop (OSCS)/Business Resource Center (BRC) because of defunding of the Federal OSCS program, which would have brought trained business counselors, computers, computer maintenance, and print and electronic business resources to various libraries. DCPL will continue to explore ways to make some version of the BRC program a reality.
Implement a small business incubator to promote local entrepreneurship in Columbia Heights. Provide space in the new development on Parcel 27 for the incubator.	14th Street from Park Road to Spring Road	DCPL	DCPL is unable to complete its original plans to open an OSCS/BRC because of defunding of the Federal OSCS program, which would have brought trained business counselors, computers, computer maintenance, and print and electronic business resources to various libraries. DCPL will continue to explore ways to make some version of the BRC program a reality.

Actions With No Commitments

PRIORITY: **Parks, Open Space, Beautification, Recreation, and Cleanliness**

Action	Location	Agency	Agency Response
Establish a mechanism for the care and removal of trees and "tree furniture."	Parkwood and Perry; Mount Pleasant	DPR	DPR does not have a tree maintenance budget. It needs funds for pruning and planting but is dependent on DDOT and the Casey Foundation for tree work. DPR made requests for \$600,000 for tree maintenance and \$400,000 for park seating and trash receptacles as part of this year's budget enhancement. Both requests have been turned down. DPR has to find small amounts of money here and there to fill the void, which means that major tree projects and maintenance schedules are unrealistic for the moment.

Overview

While this Strategic Neighborhood Action Plan outlines and begins to address the key priorities identified by the neighborhoods in your Neighborhood Cluster, several other neighborhood initiatives are playing a major role in improving the quality of life in our neighborhoods. Those initiatives include the following:

Neighborhood Service Initiative (NSI)

Neighborhood Service strives to find permanent solutions—not just quick fixes—for persistent problems in every Ward. To this end, NSI, in partnership with residents and 13 District agencies, has identified persistent problem areas (PPAs) in the community. In most cases, when the Metropolitan Police Department has an active Police Service Area Plan (PSA Plan) or a Capital Community Plan, an appropriate work plan was developed. The identified areas have recurring problems that need the cooperation and coordination of many government agencies to ensure that they become clean, safe, and healthy neighborhoods. Through a core team

approach, 13 government agency representatives come together weekly in each Ward to develop and implement work plans in an effort to mobilize, reclaim, revitalize, and sustain abatement of the problems in PPAs.

Because this initiative has been very active in your Neighborhood Cluster, the following few pages provide more detailed information.

Transforming Schools Initiative (T-9)

In FY2001, DCPS selected nine schools to reconstitute and transform, including facilities, curriculum, and staffing. In FY2002, another set will be selected, as well as in FY2003. Several existing nine schools will serve as a pilot for the new “neighborhood places” model of coordinated, neighborhood-based social services being implemented by the District agencies. The T-9 school in Ward 1 is the H. D. Cooke Elementary School, which is located at 2525 17th Street NW. *Please contact Helen Flag at 202-442-5023 to learn more about this initiative.*

Home Again

Renovating Our City’s Abandoned Properties. This initiative will promote the development of the District’s vacant and abandoned properties by gaining site control of the properties and by selling them to developers who will renovate them into new homes. The initiative will begin by gaining site control in five neighborhoods: Columbia Heights, Ivy City/Trinidad, Shaw, Near Northeast, and Rosedale. Then it will expand throughout the city. The initiative’s goal is to provide at least 30% of the homes to low-income families. *Please contact Neal Drobenare at 202-727-3899 to learn more about this initiative.*

Partnership for Problem Solving.

Police lieutenants are working in partnership with the community and other stakeholders to address local public safety problems. They are developing plans specific to Police Service Areas (the geographic units that the police have implemented in the city) to facilitate the collaborative problem-solving process and to address public-safety

Other Neighborhood Initiatives

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issues. Strategies that have been developed focus on addressing offenders, victims, and locations, and consist of three types of approaches: focused law enforcement, neighborhood partnership, and systemic prevention. *Please contact Ann Russell at 202-727-1585 to learn more about this initiative.*

Transit-Oriented Development (TOD)

TOD is a land use strategy to accommodate new growth, strengthen neighborhoods, and expand choices and opportunities. TOD capitalizes on bus and rail assets to stimulate and support vibrant, compact, diverse, and accessible neighborhood centers within walking distance of transit. TOD is a strategy that allows for a rich mix of uses—residential, retail, and workplaces—at densities that are appropriate for the neighborhood. *Please contact Karina Ricks at 202-442-7607 to learn more about this initiative.*

In many instances, the issues addressed in the SNAPs directly link with other neighborhood initiatives,

thus creating synergy in areas that will receive substantial public and private resources.

The Neighborhood Initiatives map on the next page depicts the above mentioned initiatives that are located in your Cluster.

Neighborhood Service Initiative

The Neighborhood Service Initiative is a partnership between 13 District agencies to identify, prioritize, and solve recurring service delivery problems called persistent problem areas. PPAs are special because there are multiple problems in a specific PPA, which, therefore, require multi-agency strategies to solve. One Neighborhood Service Coordinator (NSC) for each Ward coordinates the work of District agencies to solve these neighborhood problems. The NSC for Ward 1 is Jose Sueiro.

To identify the PPAs for this Neighborhood Cluster, the NSC worked with Advisory Neighborhood Commissioners, community organizations, business owners, individual residents, and District agencies. Specific areas

were identified and prioritized, and then specific work plans were developed for each PPA. Listed below is a more detailed description of each PPA.

A total of six PPAs are in Cluster 2:

Parkwood and Perry

The problems in this area include the need for infrastructure improvements and nuisance properties. Since work began in this PPA, accomplishments have included fixing infrastructure problems in the alley on the 1400 block and inspecting two businesses, which were fined for noncompliance. Future goals include monitoring schedule services, continuing infrastructure repair, and reinspecting business establishments to ensure compliance.

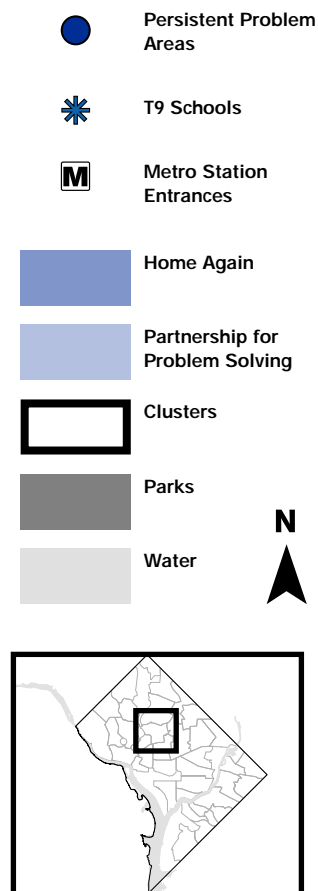
Park Morton NW

The key problems in this area are businesses that are noncompliant, infrastructure neglect, and poor and unsafe public housing conditions. Since work began in this PPA, accomplishments include (1) the eviction of public housing tenants for drug dealing and non-payment, (2) the closure of a hip hop

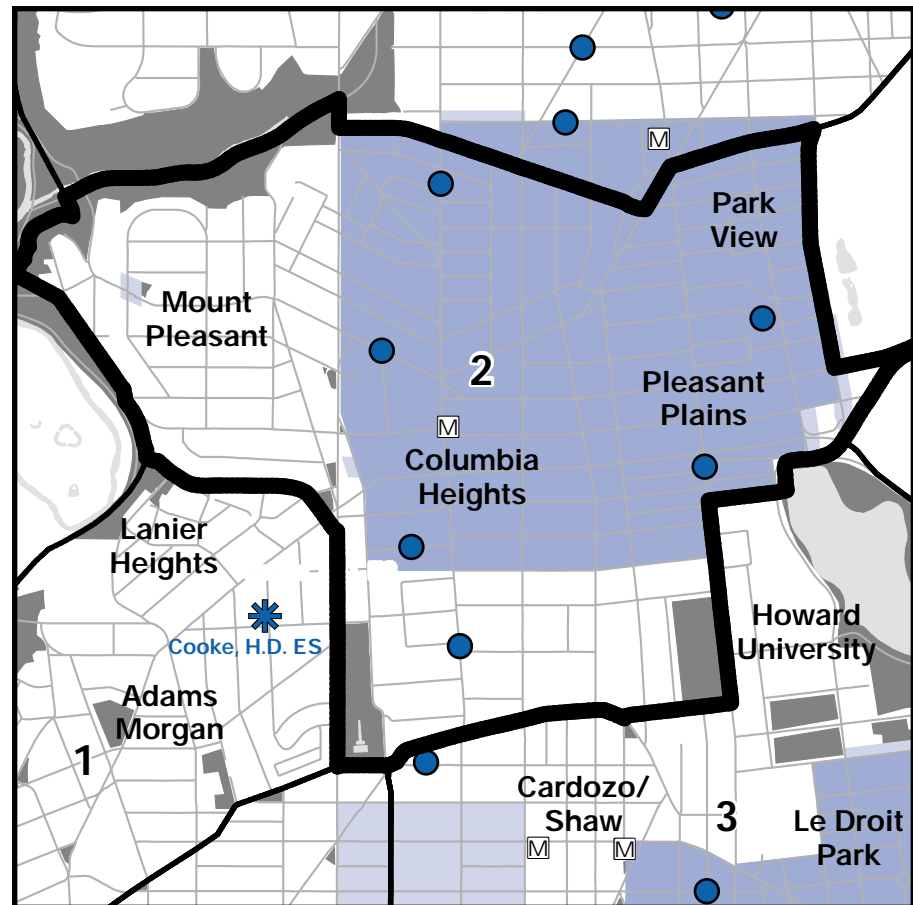
club for noncompliance and drug trafficking, (3) the education of business owners on compliance regulation, and (4) the reduction of crime. Future goals are to monitor businesses for compliance, to increase police patrol, and to continue infrastructure repairs.

Hobart Place NW (500 and 600 blocks)

Key problems at Hobart Place include drug activity and other related crime, nuisance properties, and loitering. There are also very limited youth development activities. Since work began on this PPA, accomplishments have included (1) the creation of a community garden, which has replaced unwanted loitering and decreased the drug activity; (2) the establishment of a winter football league for youths; (3) the renovation of six properties; (4) the securing of three nuisance properties; and (5) an overall decrease in criminal activity because of increased police presence. Future work will include continuing block meetings and the winter recreation program, securing the remaining nuisance



Neighborhood Initiatives in Cluster 2



properties, and monitoring scheduled services to ensure that they are regularly provided.

Clifton Street and University Place

The key problems in this area are nuisance properties, drug activity, and the neglect of Justice Park. Since work began in this PPA, accomplishments have included (1) the formation of the Meridian Heights Community Association, (2) the development of a plan for MANNA to secure the six abandoned properties they own, and (3) the reduction of crime and drug activity in Faircliff West. Future goals include working with MPD 3D to continue to reduce crime, to stimulate the rehabilitation of properties in partnership with MANNA, and to monitor scheduled services.

Girard Street NW (1400 block)

Problems in this area are drug trafficking, nuisance properties, and violence. The Girard Street Playground has also been severely neglected over the years. Some accomplishments since work began on this PPA have included (1) the District government's

purchasing two lots for building a community center, (2) multiagency inspections of nuisance properties with several homes now in compliance, and (3) infrastructure repairs. One future goal for this PPA is working with Weed & Seed and the Police Department to develop and implement a strategy for reducing drug activities. Another future goal will be monitoring the development of the Girard Street Playground and Recreation Center.

Park and Hiatt

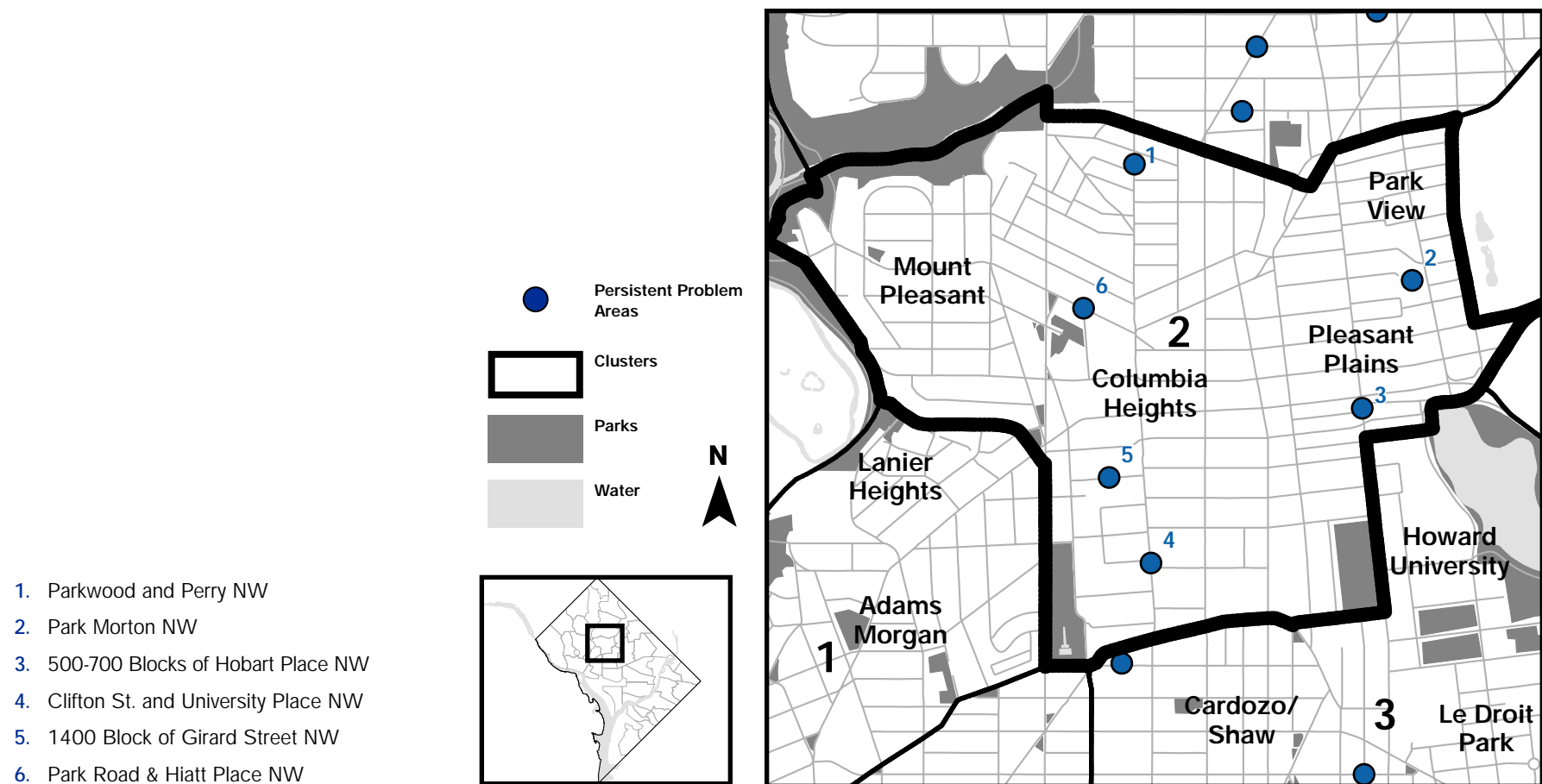
The key problems in this area are violence, drug activity, housing code violations, and sanitation. Accomplishments since work began on this PPA have included (1) an increased police presence, (2) the closure and renovation of a townhouse where illegal activity was occurring, (3) the removal of graffiti, and (4) the provision of culturally sensitive education to immigrant businesses on their rights and responsibilities. Specifically, DCRA Inspectors have now reinspected 3228 Hiatt and the most severe violations have been curbed,

drug dealings have been reduced, graffiti has been removed, and conditions have been improved for the low-income tenants in the building. Future goals include continuing to improve the relationship between the police and community, increasing police presence around schools, and monitoring scheduled services.

The NSC, in partnership with District agencies and the community, will continue to work on solving the existing PPAs. Each quarter, Neighborhood Service will be considering additional PPAs in this Cluster. One of the key factors in this decision is determining whether improvements made to the PPAs are being sustained. One of the variables for sustaining PPAs is active community involvement, such as citizens holding regular clean-ups, learning about city codes and regulations, and keeping an eye out on properties and reporting any illegal activity. If you have questions or are interested in partnering with your NSC on addressing those problems, please call Jose Sueiro at 202-671-2338.

The PPA map on this page depicts the locations of the persistent problem areas in your Cluster.

Persistent Problem Areas in Cluster 2



Your SNAP is a living document, not just a plan collecting dust on a shelf. In fact, a number of activities are currently under way to ensure that the priorities highlighted in this document are addressed. The following are examples.

Progress Updates to Your SNAP

The Office of Neighborhood *Action* is monitoring the status of projects with District agencies. A status update meeting will be held in each Ward twice a year to share with residents the progress of the commitments.

Implementation of Citizen-Driven Actions

The success of this plan depends on a strong partnership among District agencies, other agencies, businesses, community development corporations, the faith community, and you. To find community partners to help implement citizen actions, the Office of Neighborhood *Action* will be making contacts in your Cluster. You are strongly encouraged to take the initiative, to pull people or groups together, and to champion one of these actions. Please contact the Office of Neighborhood *Action* (at 202-727-2822) to learn where you might be able to help.

Role of Your Neighborhood Planner

Your Neighborhood Planner will be responsible for implementing several actions in this Ward. During the coming year, your planner will continue to work with your Neighborhood Cluster on a number of specific activities including (1) preparing a Strategic Development Plan for Columbia Heights to help coordinate all of the development taking place in the neighborhood, (2) conducting a planning analysis for a neighborhood revitalization strategy for Park View, and (3) exploring TOD opportunities at selected Metro stops. Your planner will also be working on improving community participation with the Comprehensive Plan. Additionally, your planner will continue to provide support to the Neighborhood Service Initiative to help improve services throughout the Ward.

What Happens Now

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The Strategic Neighborhood Action Plans were built heavily on past and present plans and documents that have been developed by your neighborhood and the city. For your reference, we have listed a number of relevant plans and documents for your area. Many of these plans are accessible on the Neighborhood Action website at <www.neighborhoodaction.dc.gov> or at your local library.

Reference Materials

Plan:	Date Completed:	Plan Development Led by:
Cluster 2 Databook	Winter 2001	DC Government, DC Office of Planning
Cluster 2 Visioning Workshop Summary Report	Summer 2001	DC Government, DC Office of Planning
Cluster 2 FY2003 Citizen Budget Guides and Worksheets	March 18, 2002	DC Government
Affordable Housing Briefing Document	October 6, 2001	DC Government
Ward 1 Plan	1998	DC Government, DC Office of Planning
City-Wide Comprehensive Plan	1998	DC Government, DC Office of Planning
A Community-Based Plan for the Columbia Heights Metro Station Area	1998	The Development Corp. of Columbia Heights and The DC Department of Housing and Community Development
7th St. and Georgia Ave. Market Study and Implementation Plan	1998	RER Economic Consultants, Inc.
State of the Neighborhood: Adams Morgan and Mount Pleasant	1997	Latin Economic Development Corp.
6-Year Transportation Investment Plan Preliminary Draft	1997	Cambridge Systematics
DC Municipal Regulations Planning and Development Ward 1	1997	DC Office of Documents and Administrative Issuances
A Strategic Economic Development Plan	1994	DC Government, Office of Economic Development
Mount Pleasant Street Planning Workshop Report to the Community	1993	Mount Pleasant Main Street, Inc.
14th and U Streets Corridor Study	1989	DC Government, Office of Planning
Planning and Economic Analysis of Potential Housing and Commercial Sites in the 14th Street Corridor	1987	ZHA, Inc.
Small Area Profile No. 1 Reed-Cooke	1989	DC Government, Office of Planning
Draft Final Project of 14th Street Corridor Plan	1989	ZHA, Inc.

Action Plan Partner Abbreviations

ABRA	Alcoholic Beverage Regulation Administration	DMCYF	Deputy Mayor for Children, Youth, Families, and Elders	NSO	Neighborhood Stabilization Officer
CAH	Commission on Arts and Humanities	DMH	Department of Mental Health	NTHP	National Trust for Historic Preservation
CBO	Community-Based Organization	DMPED	Deputy Mayor for Planning and Economic Development	OCA	Office of the City Administrator
CDC	Community Development Corporation	DMPSJ	Deputy Mayor for Public Safety and Justice	OCC	Office of Corporation Counsel
CFSA	Child and Family Services Administration	DMV	Department of Motor Vehicles	OSCC	Office of the Clean City Coordinator
DBFI	Department of Banking and Financial Institutions	DMO	Deputy Mayor of Operations	OCFO	Office of the Chief Financial Officer
DCFD	DC Fire Department	DOC	Department of Corrections	OCP	Office of Contracting and Procurement
DCHA	DC Housing Administration	DOES	Department of Employment Services	OCTO	Office of the Chief Technology Officer
DCHFA	DC Housing Finance Authority	DOH	Department of Health	OLBD	Office of Local Business Development
DCMC	DC Marketing Center	DPR	Department of Parks and Recreation	OP	Office of Planning
DCOA	DC Office of Aging	DPW	Department of Public Works	OPM	Office of Property Management
DCOP	DC Office of Personnel	EMA	Emergency Management Agency	OTR	Office of Tax and Revenue
DCPL	DC Public Libraries	EOM	Executive Office of the Mayor	OZ	Office of Zoning
DCPS	DC Public Schools	FEMS	Fire and Emergency Medical Services	PSA	Police Service Area
DCRA	Department of Consumer and Regulatory Affairs	FHA	Federal Housing Administration	TCC	Taxi Cab Commission
DDOT	District Department of Transportation	IGO	Inspector General's Office	UDC	University of the District of Columbia
DHCD	Department of Housing and Community Development	MPD	Metropolitan Police Department	WASA	DC Water and Sewer Authority
DHS	Department of Human Services	NCRC	National Capital Revitalization Corporation	WCCA	Washington Convention Center Authority
DISR	Department of Insurance and Securities Regulation	NPS	National Park Service	WMATA	Washington Metropolitan Area Transit Authority
		NSC	Neighborhood Service Coordinator	ZAC	Zoning Advisory Committee
		NSI	Neighborhood Service Initiative	ZC	Zoning Commission

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Kelvin Robinson
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John Koskinen
City Administrator

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Jim Graham, Ward 1

Jack Evans, Chair Pro Tempore / Ward 2

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Sharon Ambrose, Ward 6

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